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HOGAN

SKI AREA SUMMER OPERATIONS

AND

INTERPRETIVE ASSOCIATION PARTNERSHIPS

A POTENTIAL FOR A THREE-WAY PARTNERSHIP ON NATIONAL FOREST LANDS?

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Clemson Class of 1990

17 January, 1992

This paper was prepared as a student project in partial fulfillment of the requirements of the Professional Development for Outdoor Recreation Management Program at Clemson University. It in no way reflects USDA Forest Service policy nor are the opinions expressed those of anyone other than the author.

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ABSTRACT

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TITLE: Ski Area Summer Operations and Interpretive Associations: A Potential For a Three-way Partnership on National Forest Lands?

ABSTRACT: Two organizations which manage National Forest lands on the Arrowhead Ranger District are the Snow Valley Ski Corporation and the Rim of the World Interpretive Association. Snow Valley Ski Corporation is a large Southern California ski area which is looking to maximize use of its facilities by expanding its operations into the summer season. The Rim of the World Interpretive Association is a functioning association of volunteers who presently manage four sites on the Arrowhead Ranger District: the Heaps Peak Arboretum, the National Children's Forest, and two lookouts. The Interpretive Association is in a position to take on new activities and look for additional sales outlet possibilities; the Ski Area is considering initiating new summer activities to attract a year 'round clientele.

Partnerships are an important part of the Recreation Strategy, and the traditional two-way partnership between the Forest Service and the Ski Area and the Forest Service and the Interpretive Association is explored in this paper for its potential as a three-way partnership. The paper also serves as a resource tool for the ski area in considering activities which might fit its needs as well as those of the Forest Service.

The project could have implications for any ski area considering a two-season operation, or any interpretive association wishing to become more involved in activities on National Forest land. The intent of the major portion of the report is to serve as a resource ("idea book") for the upcoming ski area development plan.

Keywords: Summer Activities, Ski Area, Interpretive Association, Volunteers, Snow Valley Ski Area, Rim of the World Interpretive Association

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EXECUTIVE SUMMARY

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Summary: Two organizations which manage National Forest lands on the Arrowhead Ranger District are the Snow Valley Ski Corporation and the Rim of the World Interpretive Association. Snow Valley Ski Corporation is a large Southern California ski area which is looking to maximize use of its facilities by expanding its operations into the summer season. The Rim of the World Interpretive Association is a functioning association of volunteers who presently manage four sites on the Arrowhead Ranger District: the Heaps Peak Arboretum, the National Children's Forest, and two lookouts. The Interpretive Association is in a position to expand its membership, take on new activities and look for additional sales outlet possibilities; the Ski Area is considering initiating new summer activities to attract a year-round clientele. The Forest

Service wishes to expand interpretive activities on the National Forest, see the Forest better utilized, and create a better understanding by the public of its multiple-use mission.

Partnerships are an important part of the Recreation Strategy, and the traditional two-way partnership between the Forest Service and the Ski Area and the Forest Service and the Interpretive Association is explored in this paper for its potential as a three-way partnership. The paper also serves as a resource tool for the ski area in considering activities which might fit its needs as well as those of the Forest Service.

The project could have implications for any ski area considering a two-season operation, or any interpretive association wishing to become more involved in interpretive activities on National Forest land. A hoped-for outcome of this paper is that it may serve as a resource ("idea book") for the future growth of the Interpretive Association as well as for the ski area's upcoming development plan.

Much of the information concerning ski area summer activities and interpretation came as a result of many telephone surveys of Forest Service winter sports and interpretive personnel in a number of regions. In general, it appears that ski area summer activities are in full bloom in a few regions, primarily where the ski area was a destination resort with large private base facilities including hotels, conference centers, condominiums, and associated resort attractions. A number of the Colorado ski areas, such as Vail/Beaver Creek, Keystone, and Copper Mountain fell into this category, as did Sugarbush, which is marketing a "snowbird connection", which brings Floridians back to the

northeast during the summertime. A number of others, including Alyeska and Monarch, are now planning for future expansion which will encompass activities found at a four-season resort.

Extensive development on or near the private base areas generally preceded intensive use of the National Forest land for summer activities. Few ski areas which were located totally on National Forest land with no adjacent developed private land had expanded activities; Crystal Mountain was the most extensively developed in this category, and a surprise finding was that Snow Valley Ski Area, which has just initiated such activities, is among those few in Region 5. Many ski areas are just beginning to investigate summer activities, and others have not even begun to consider them.

The wide variety in interpretation opportunities also was surprising. There was very little or very limited Forest Service interpretation at ski areas, with the exception of Snowbird and its winter ski volunteer program, and one or two ski areas who were cost-sharing the staffing of a seasonal GS4 or 5 interpretive specialist during the summer season. A few ski areas themselves were taking the opportunity to interpret the area through brochures, self-guided trails, vista point signs, and similar ideas. No interpretive associations were involved with ski areas, as far as I could determine. The entire area of interpretation at ski areas, including winter interpretation opportunities, appears to be in the talking stage as yet.

Based on the information gained from the other regions, the Arrowhead Ranger District, Snow Valley Ski Area, and Rim of the World Interpretive Association are now beginning discussions of possible shared and integrated activities and

resources, with the Forest Service and National Forest lands being the common thread. If a three-way partnership can offer benefits to each entity, another beneficiary would be the local community through increased employment and/or volunteer activities. This paper tries to provide some ideas, rather than direction, towards that end.

INTRODUCTION

This paper will discuss several specific sites and organizations located in the Snow Valley-Keller Peak Planning Area of the Arrowhead Ranger District, San Bernardino National Forest.

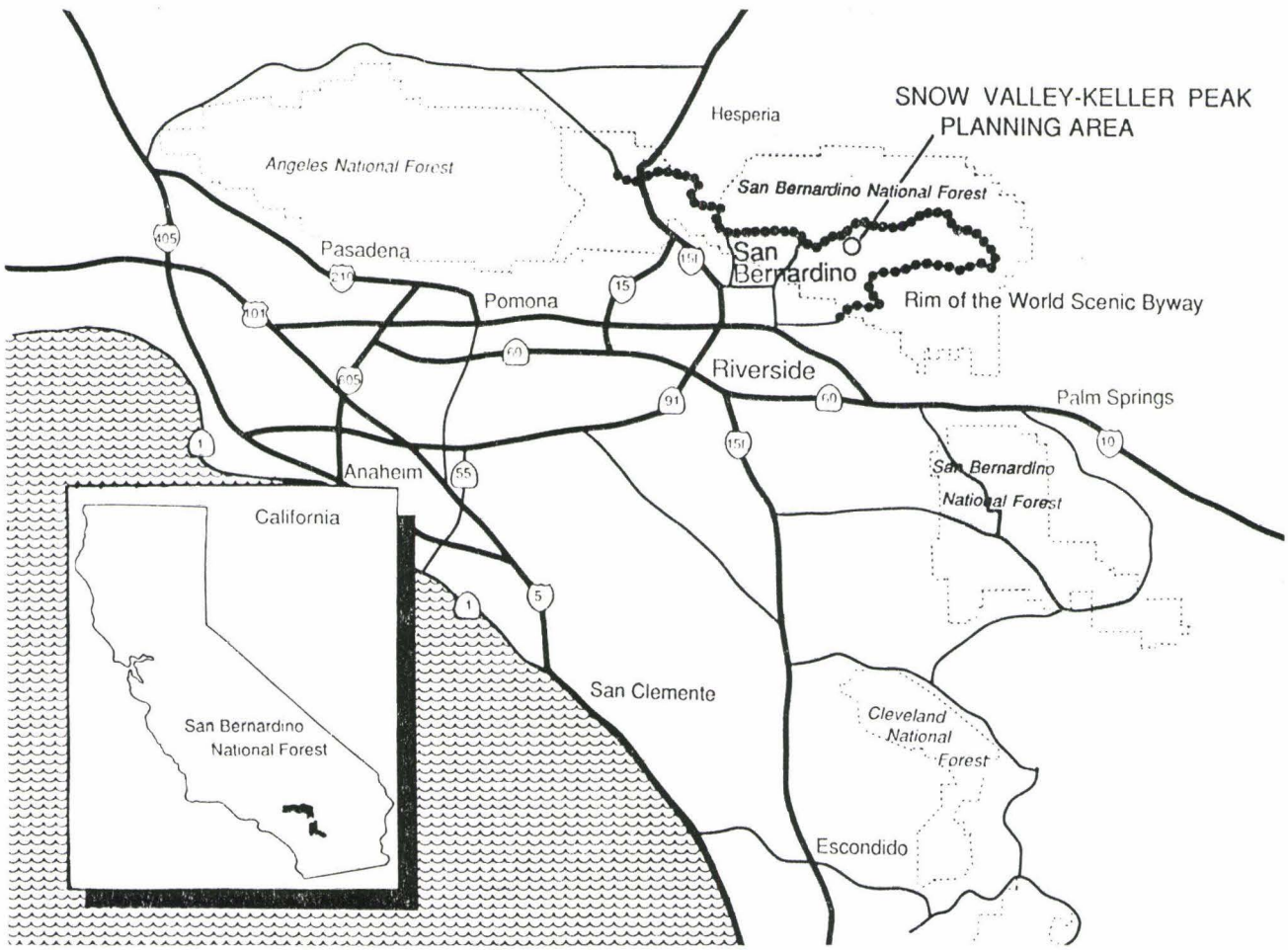


Figure 1 shows the Forest's location, in Southern California in the San Bernardino Mountains, approximately one hour east of Los Angeles. The sites to be discussed are the Snow Valley Ski Resort, the National Children's Forest, the Keller Peak (Dry Creek) area and Keller Peak Lookout.

The San Bernardino NF is an urban forest, and the Arrowhead Ranger District the most urbanized of any of the five districts. It has the largest population living within the district, and the majority of those 30,000 residents live in the mountains and commute to the cities below. Sixteen million people live within two hours drive of this district, all of them even more urban than the District residents. The San Bernardino is one of the most heavily used National Forests in the United States, and the Arrowhead Ranger District one of the most heavily visited on that Forest.

In Southern California, as well as elsewhere in the urban National Forests, the visitors and residents hold a far different view of their National Forests and what they should offer than those views of the rural forest user on the more "traditional" (and more remote) National Forests. Also, these Forests which are in or near urban centers are frequented by visitors who reject commodity production represented by such interests as loggers, miners, and ranchers. For many of these visitors, their idea of the National Forest is similar to a National Park, and they expect to see a clean, "manicured" forest, with activities which are also not disruptive or messy. They expect a high level of service, including information services, such as one would find at Disneyland. Their National Forest is Bambi's home.

Fortunately, in most urban National Forests the production of commodities is not emphasized, and on the San Bernardino National Forest there has long been a recognition that amenity values should be placed in the forefront. For example, in the Land and Resource Management Plan (LRMP) for the Forest, there are no areas designated as "timber" emphasis, although there are several small

areas designated as "range". The majority of the Forest is designated as "recreation", "wildlife", or "watershed". Unfortunately, the historical Regional (and National) budgeting process does not recognize the importance of amenity rather than commodity values. The Chief's Recreation Strategy and President's Initiative, pushed by a new Forest Recreation Staff Officer, are now having a positive effect on the San Bernardino National Forest, however, after many years of neglect.

The organizations which will be discussed include the Snow Valley Ski Corporation, a private corporation operating entirely on National Forest lands as the permit holder for the Snow Valley Ski Resort; the Rim of the World Interpretive Association, a volunteer organization which maintains and operates four sites on the Arrowhead Ranger District; and the Forest Service.

The Forest Service is the most "traditional" of these three organizations, but the focus on partnerships in special uses is not new, as is sometimes suggested by the Recreation Strategy. For many years, the relationship with Snow Valley Ski Corporation, the private sector partner, has generally been a good one, and has been regarded as a partnership. In the last few years, there have been some changes in that organization, resulting in younger leadership in the operation of the area. The ski area would like to optimize, if not maximize, its use and potential, and is actively proposing new ideas towards that end.

In the summer of 1989, Snow Valley Ski Area tried its first large-scale summer special event, an outdoor concert for 10,000 persons. The following year, the ski area began to offer several ongoing summer activities, which were

subsequently appealed by an environmental group. To resolve that appeal, several issues are being addressed by means of the operations and monitoring plan. Many of these issues deal with resource monitoring, and which involve a need for additional trained personnel. The summer activities require an increased workforce, which will prove to be a long-term benefit to the ski area and local community, but which is an increased expense in the short term, as the ski area introduces its activities. The summer activities were offered again on a more limited basis during the 1991 summer season, due to financial constraints suffered by the ski area as a result of the continuing drought during the 1990-91 ski season, and a greatly reduced workforce.

The summer activities proposed by the ski area are supported by the Forest Service, as they fit in with the traditional Forest Service interpretation of Outdoor Recreation. The ski area, in attempting to find its summer "niche", has also proposed other activities which might help it monetarily, but which fall outside general National Forest policy. In the next two to four years, the ski area will develop a new master plan. It will be done in conjunction with an environmental (NEPA) document which will address "institutionalizing" new activities, along with required monitoring. The Forest Service accepts the need of the ski area to expand its offerings, and wishes to encourage and facilitate appropriate activities which will improve the ski area's business.

The Rim of the World Interpretive Association is less than 10 years old, and is an active and professional volunteer organization which has a solid track record. It, too, is experiencing some changes in leadership, and appears ready to take on some new opportunities.

The Rim of the World Interpretive Association is different from the majority of the "bookseller" Interpretive Associations in that it is an association composed of volunteers who staff and manage four separate sites: the Heaps Peak Arboretum, the National Children's Forest (located next to the ski area), and two lookouts. They provide interpretation and public contact for the Forest Service, maintain the sites, and improve the sites through their labor and donations collected as a result of fund drives and various sales.

The Arrowhead Ranger District and the San Bernardino National Forest have also recently experienced a number of changes which may allow it to spend more time with both of the other partners. The District and Forest have new recreation personnel due to transfers and a somewhat expanded budget; Highway 18, on which many of the sites are located, was named a national "Scenic Byway" in 1990; and recreation funding for the Forest appears to be on the upswing. The recent trends resulting from the President's Initiative and the Recreation Strategy appear favorable for continued recreation funding for such partnership projects which might include interpretation, watchable wildlife, and other projects on urban National Forests such as the San Bernardino.

Each entity, the Forest Service, Snow Valley Ski Area, and the Rim of the World Interpretive Association (ROWIA) has its own objectives and ends; these will be more completely discussed in the section titled "Opportunities, Problems and Conclusions".

Certain assumptions are necessary for the purpose of this paper. It is important to note that this paper does not constitute "direction from the Ranger". It is merely a collection of ideas, which may or may not be possible,

depending on policy and local environmental conditions. The reader must read this with an open mind, and not stumble into the too-familiar trap of barriers based on narrow interpretations of policy, which is, after all, written by mere mortals. Also, while some obstacles may be acknowledged, it is important to assume, for the purposes of this paper, that they can be overcome.

Therefore, we will assume that all proposals will face and pass the environmental analysis process, as well as the Forest Service policy analysis, which generally precedes the environmental analysis. Any successful proposal will also have to pass an economic feasibility test, as well, which would be important to all of the parties, and would have to answer satisfactorily "are we meeting our objectives?".

From a more practical point of view, it must be recognized that true constraints do exist, and will play a very important role in implementing even the most simple of activities which may have been instituted elsewhere. The mere fact that this Forest receives such intense use and scrutiny dictates the need for early and intense planning, and some activities which have been successful elsewhere may in fact drop out in the environmental analysis process because they conflict with other values.

The potential for these three organizations to more successfully interact and take advantage of many of the positive changes which are occurring will be discussed in this paper.

STATEMENT OF PURPOSE

The objective of this paper is to explore potential uses, resources, and activities which could benefit both the Ski area and the Interpretive Association (ROWIA), and better address Forest Service recreation and interpretation opportunities. It will also explore the possibility of enhancing two separate organizations and sites which operate side by side on National Forest land, and which both serve the public well independently.

The project will serve as a potential "idea book" for the ski area in developing its master plan, suggesting activities which would be philosophically and environmentally acceptable, as well as ideas on how the Interpretive Association at the adjacent site might expand its membership, area of influence and public contact by closer association with the ski area.

The paper is meant to be directed to all three partners; so that each will understand the other better, and know more about similar organizations elsewhere in the United States. It provides some "brainstorming", based upon informal research into what other interpretive associations, ski areas and Forest Service units are doing. A primary intent is to inform the Ski Area and the Interpretive Association of how they might benefit each other, as well as their Forest Service partner. It is meant to spur on these three entities to try new ways of doing business, always keeping in mind that whatever is tried must suit each partner and meet individual organizational needs. A successful partnership must to keep in mind that each partner has its own needs, goals, aims, and policies, and should not ask more than can be willingly given.

LITERATURE REVIEW

"The Ideal World".... The Forest Service Manual

The appropriate FSM sections were reviewed so that the actual operations of the ski area and the interpretive association could be placed in perspective, and so that other ski area operations and interpretive associations or volunteer groups could be more readily understood. The reader is directed to refer to the Bibliography for the specific FSM sections which were reviewed.

"The Real World".... Agreements, Operating Plans, and implemented environmental documents.

A number of other documents were reviewed as background for this paper, including the relevant agreements between the Forest Service and the Interpretive Association, and the Snow Valley special use permit and associated operating plans. During the interview process, some of the respondents shared their operating plans, agreements, or other documents. On occasion, environmental documents were also reviewed, especially when the operating plan or permit was based upon that environmental document. The reader is directed to refer to the Bibliography for specific documents used in this paper.

"The Historical Setting" ... Several books helped to give more background on the organizations. One was Gifford Pinchot's Breaking New Ground, which is a comprehensive work on the roots and early years of the Forest Service, and another was Sverre Engen's Skiing...a Way of Life, which in one chapter discusses the early years of the Snow Valley Ski Area.

METHODOLOGY

The telephone was the major research tool for this paper, and a telephone survey was developed which covered a number of specific topics. The survey was also used as a "networking tool", and therefore proved to be invaluable although time-consuming. The survey covered the regions which have the majority of the ski areas on National Forest land. Those who were contacted ranged from Regional Winter Sports and Recreation Specialists to those who work as Snow Rangers or Interpretive Specialists at the district level.

The survey was begun in January, 1990, and continued sporadically through April, 1990. The "form" was constantly edited and updated as new questions and patterns arose, and as new information surfaced. For ease of tracking information, a summary sheet was developed late in the process, with additional categories added from time to time. Original respondents were not recontacted, however, and therefore the summary sheet may contain a number of inaccuracies or omissions due to its constantly changing nature. In addition, the survey revealed that changes are constantly occurring at the ski areas, and that an activity that was offered last year may not be offered again this year. The reader is therefore advised that individual elements noted on the summary sheets should be verified by a call to the ski area or Forest Service specialist if the information is to be used by itself.

In later sections of this paper, some generalizations are made. Because these are based upon the sum of the telephone surveys, the reader may wish to rely more on the generalizations for accuracy rather than on specific information

taken from the summary sheet. The individual interview sheets have not been included as a part of the appendix, although the information gleaned is certainly an important part of this paper. The summary sheets, which show activities by category, ski area, and region, are included in the appendix, and should be used cautiously, as noted above.

DISCUSSION

Forest Service Policy and Background: Ski Areas

Forest Service policy in the 1970's and 1980's began to recognize the importance of compatible, four-season activities. While a few ski areas gladly embraced this philosophy, most initially preferred to close the doors to the public in the summer and not reopen until the following ski season. The unreliability of weather and snow made long-term planning and successful implementation difficult, and most commonly capital earned during one ski season was quickly reinvested in improvements to foster better skiing rather than the uncertain off-season market with unproven attractions. Several years of drought in the mid to late 1970's caused setbacks to western ski areas, much as is occurring now in California in the five-year drought since 1986.

In the 1970's and early 1980's, a summer attraction called the "Alpine Slide" began to appear in a number of the private ski areas, and seemed to be a natural attraction to augment off-season business. However, this activity received a relatively cool reception in the traditional Forest Service recreation policy, probably due to its "Disneyland" or amusement park atmosphere. Forest Service recreation policy has traditionally differentiated between "outdoor recreation" activities, such as hunting, fishing, hiking, horseback riding, and skiing, and those which are "out-of-doors", but which require more developed facilities traditionally provided by local and regional parks. Examples of the latter would be ball fields, golf courses, tennis courts, water slides, and similar activities. The Alpine Slide was felt by

many to fall into this category, and was therefore resisted by the traditionalists. A second reason which often augmented, and sometimes masked the real reason, was the liability issue.

Ski area accidents and their accompanying costly lawsuits seemed a Forest Service and industry obsession in the late 1970's and 1980's. A series of costly lawsuits and judgements reflected the past philosophy that government and industry should be able to provide a totally "safe" experience to any customer. The industry responded with professionalism in training of personnel, ski lift design, engineering, maintenance, slope grooming (summer and winter), and a comprehensive information and education program putting certain responsibilities back onto the customer.

At the same time, the Forest Service was undergoing severe budget and personnel limitations which forced it to redefine its traditional role as "provider of public safety" on National Forest lands in an industry that it could no longer keep up with technologically. Up until the 1970's, the Forest Service Snow Ranger held much of the expertise in the industry, especially in such matters as avalanche forecasting, control, and rescue; and lift construction, inspection, and public safety. As the ski industry came of age, its professionalism grew quickly, and in those large ski areas where it reinvested its profits back into the operation, a well-trained professional workforce quickly developed.

However, the Forest Service could not totally walk away from the safety issue, as it was the landlord and therefore had some potential liability. Thus the policy of "inspection" turned into one of "monitoring" or "spot-checking".

However, the Forest Service began to recognize that its traditional role had changed, and policy also began to change to reflect the times. This meant that the Forest Service went back to being the "landlord", and started focusing on the land again, rather than the business of the permittee. The two could not be easily separated, however, as the type of business still had to meet many of the traditional "policy tests" of recreation management. That is, the "outdoor" versus "out-of-doors" recreation offerings, plus the traditional special uses judgement which asked of any non-traditional offering, "can it be offered on private land".

In Southern California, as well as in other urban areas such as those in the northeast, these issues were further complicated by the burgeoning environmental awareness of the late 1980's. Because Southern California itself had been heavily developed for many years, the citizens began to realize that action needed to be taken to start protecting the national forests and remaining open space that were present. The multiple use mission of the National Forests is incompletely understood throughout the nation, as National Forests are frequently confused with parks, both national and local. The National Forest mission and philosophy of multiple use, which encompasses "timber management" in some areas, "preservation" of other select areas such as wilderness, permitted community uses, and commercial recreation uses are not easy to understand or clearly explained to the public. Indeed, even our newest employees, who are often products of urban environments and who sometimes have never been inside a Ranger District until first employed by the Forest Service, frequently do not understand the overall mission of the Forest Service. The philosophy of multiple (and optimum) utilization of an area radically conflicts with urban society's preconceived ideas of the "natural wilderness" that they

perceive the National Forests to provide. Thus, public education of the Forest Service mission must be an integral and ongoing part of National Forest management. Fortunately, the National Recreation Strategy recognizes this and emphasizes interpretation to promote better public understanding of the role of the Forest Service in the management of the public's land. These issues are even more important in the urban National Forests of Southern California. Bob Pramuk, of the Green Mountain National Forest in Region 9, noted that these same issues are also found in the highly urbanized northeast.

As ski areas began to grow and require a professional workforce, they also began looking for ways to keep that workforce on as year-round employees. In the past, in many cases, ski area personnel worked for the Forest Service during the off-season, and vice-versa. This, however, didn't totally solve retention problems, and coupled with a growing demand, some of the larger ski areas started experimenting with limited summer activities. Those who had year-round visitors to the local towns offered chairlift, gondola, or tram rides for sightseeing, often accompanied by restaurant service, such as at Mammoth Mountain and Heavenly, California ski resorts. Such operations fit in with traditional Forest Service policy, which allowed such activities as an ancilliary to the major business of "outdoor recreation", but they did not allow the ski area to retain a large portion of its workforce. As the industry matured, it had invested more in the training of its employees, and retention of this investment began to be a major consideration for the ski areas.

There were a number of ski areas, especially those which were already "destination resorts", which began using their facilities to expand already-existing town services, such as conference centers, into the

off-season. If the base facilities were located on National Forest lands, this often meant trying to get approval from the Forest Service for non-traditional activities, so that these areas could compete with those ski areas who offered such attractions as golf courses, tennis courts, and Alpine Slides on lands in their privately-owned base areas. In a few instances, these activities were allowed; in most, they were resisted. The summary sheets located in the appendix section of this paper reflect the types of activities which occur at a variety of ski areas. A notation at the top shows which have private land at the base, and it can be seen that only a few ski areas which are "100% National Forest" offer a wide variety of services, including non-traditional activities.

Those ski areas which combined private base lands which were highly developed and on-slope attractions were able most quickly to move into the four-season, "high tech" resort business. Others wholly on National Forest lands were more constrained by traditional Forest Service policies.

Examples of such ski area non-traditional activities as tennis and golf are found at Colorado resorts such as Keystone, Vail, and Copper Mountain, all of which have extensive development on private land as a part of the ski area which allows them to become a "four seasons resort." Winter Sports Specialist Jim Hackett noted that until those three ski resorts had completed their condominium development, there had been little to no interest in summer activities on the ski area proper. Once the base and support facilities were in place, the resorts looked to expanding the activities on the National Forest, finding it to be an added attraction.

Forest Service policy had traditionally allowed ancilliary activities on National Forest land only to the extent that they were secondary, not primary ski area activities, and did not compete with local businesses. For example, a ski area that wished to operate its base area restaurant as a local Pizza House, evenings only, with no accompanying use of the National Forest lands, might be routinely denied. In comparison, a ski area which offered sightseeing rides in the tram or gondola, with a restaurant at the top as an ancilliary operation, would be an acceptable business operation on the National Forest lands.

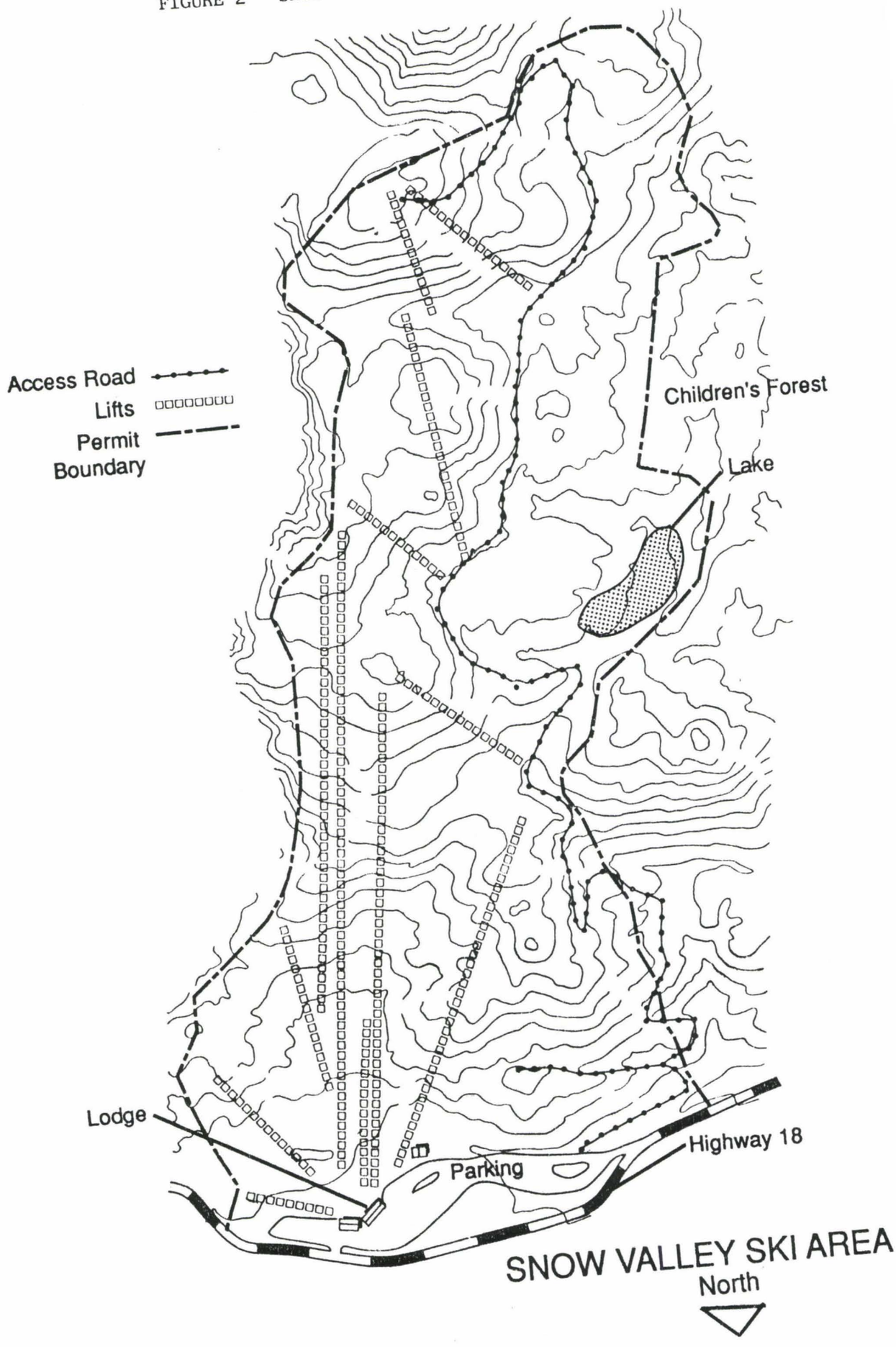
At present, with the new emphasis on four-season resort operations, the National Recreation Strategy, and the emergence of the high-tech ski industry, the traditional Forest Service concept of what constitutes an acceptable activity and what does not is now blurring. This is especially true in areas where the base areas are either private or mixed with private lands, such as at Heavenly Valley Ski Area, Copper Mountain, Aspen, Snowmass, Vail, and many of the eastern ski areas. Thus, deciding what is appropriate and what is not becomes even more difficult for the Forest Service representative, and may be further complicated in the environmental analysis process.

Because the costs of maintaining a high-technology and high cost operation such as today's ski areas, as well as our historical "partnership" role with our permittees, the Forest Service naturally wishes to work with its recreation partner to the fullest extent. This means responding in a professional and timely manner to ski area requests for expansion of the ski area, off-season utilization, and attempts to offer new activities to draw in the summer visitor, who will hopefully later return as a skier, or at least send his

family or friends. This business-partnership role is reflected in Gifford Pincot's Breaking New Ground, as he refers to a statement that he made in the original "Use Book" which was the forerunner of the present-day Forest Service Manual, stating that the "...resources of the forest reserves are for the use of the people. They may be obtained under reasonable conditions, without delay. Legitimate improvements and business enterprises will be encouraged" (p. 266).

This partnership in a business relationship is the position which the Snow Valley Ski Area and the San Bernardino National Forest find themselves today.

FIGURE 2 SNOW VALLEY SKI AREA



Ski Area Background:

Snow Valley Ski Area is operated by Snow Valley Ski Corporation, a private corporation. The Ski Area is located on Highway 18, the Rim of the World Scenic Byway, six miles east of Running Springs, California, in the San Bernardino National Forest, on the eastern portion of the Arrowhead Ranger District. The ski area is located on 520 acres of National Forest land under annual permit, and <80 acres of land under Term Permit, for a total of <600 acres, and includes no private land whatsoever. On the preceding page, figure 2 shows the general layout of the ski area.

The ski area was first put under permit in 1937. The original permittee was Sverre Engen, one of the famous Engen brothers of skiing fame (Alf, of Snowbird and Cory, of Brundage Mountain). His description of the operation and facilities in those early days are found in his book, Skiing...a Way of Life. Chapter 7 is titled, "First Business Venture-Snow Valley, California", and it tells about how he and his wife started the area in 1937. They ran it until 1939, when a "group of people with a lot of money" (p. 82) took over. After two years of no snow, the permit was transferred to Jonny Elvrum, the famous Norweigan ski jumper, and according to Engen he "...turned it into one of Southern California's finest winter sports playgrounds"(p. 83). Under Elvrum, and later General Manager Jack Rindel, the ski area was one of the first to embrace the concept of snowmaking, as noted in a 3 March, 1964 report showing photos of the "Snow Valley Winter Sports Area Custom Snow Making", written by James D. Chapin, Recreation Assistant. The present general manager, Benno Nager, took over operations in 1988. The special use permit, issued on 25

June, 1973, expires on 25 June, 1998. The ski area will apply for the new 40 year ski area permit in the next few years once it prepares a new development plan.

As of 1991, Snow Valley Ski Area has 13 chairlifts: 8 doubles and 5 triples, giving it the largest uphill capacity of any ski area in Southern California, placing it in the top ten overall in the State of California, after such well-known resorts as Mammoth Mountain, Heavenly Valley, and Squaw Valley. Its authorized number of "SAOTs", or Skiers at One Time, is 5,800, according to a 1982 permit amendment. In addition, it has one of the more sophisticated snow-making systems in the nation, although its actual coverage is limited by the lack of a guaranteed water supply. Its location makes it one of the most accessible of ski areas, as it is less than 45 minutes from downtown San Bernardino, and less than 1 1/2 hours from the beach cities of Southern California (figure 1, page 4).

In spite of its excellent location and extensive capital investment, however, it remains relatively unknown outside of Southern California. Even there, it is frequently overshadowed by its more well known neighbors: Snow Summit, Bear Mountain, and Mountain High ski areas. Snow Valley is therefore exploring many new avenues to place itself in the forefront of the Southern California skiing market, including a reliable supply of snow-making water, and year-round activities to satisfy the millions of potential customers who visit the San Bernardino National Forest on an annual basis.

Prior to the summer of 1989, the ski area had not offered any summer activities since the 1960's. In the 1950's, there had been a trailer park, some hiking,

and swimming and fishing in a small lake. These activities stopped, probably partially as a result of the Forest Service refusal to allow the continuation of the trailer park, which had turned into permanent occupancies.

In the late 1980's, with the onset of the National Recreation Strategy, personnel changes at the Ski Area and at the local District level, talks began again concerning the feasibility of appropriate summer operations. Snow Valley, urged by the local community, proposed the first of its summer activities in 1989, a concert sponsored by the local Chambers of Commerce and other civic organizations. The special event, a musical concert by Reba McIntyre and "Alabama", attracted 10,000 visitors who were seated on the lower slopes of the ski area. The event was jointly planned by Snow Valley, the Forest Service, and a number of agencies including local and State fire agencies, law enforcement agencies, local Chambers of Commerce and service clubs, and others. That event was a success, and was followed in 1990 by several other events: a mountain bicycle weekend series of races on Memorial Day, and two separate concerts: John Denver, and near the end of the summer, the Beach Boys.

Snow Valley, with encouragement from the Forest Service, also proposed a number of other summer activities which were instituted in 1990 with limited success. These included: mountain bicycling on ski area roads, hiking, sightseeing on chairlifts, fishing in the snowmaking lake, and overnight camping in a full-service RV park in the ski area parking lot. Ancilliary services included operation of the base lodge restaurant, bar and sports shop. The activities were offered on a limited basis again in 1991, due to financial constraints suffered by the ski area as a result of the continuing drought. However, the

bicycling opportunities were expanded to allow the mountain bicyclists to exit the ski area through a gate near the Children's Forest, and use the Keller Peak Road to access the fire lookout and other trails in the area.

The year-round operation of resort facilities was not universally applauded at first, however. The fact that the ski area went essentially unused by the public for much of the year meant that flora and fauna were not disturbed for a major portion of the year. Therefore, these environmental concerns had to be considered and any disturbance weighed against the potential benefits which would accrue to the public and to the ski area from a year-round operation.

In the environmental analysis process authorizing the summer activities, wildlife and sensitive plant concerns surfaced which thus far have been effectively mitigated. However, continued expansion and use of the area will mean that additional concerns must be addressed. Thus, any proposed activities addressed in this paper must always be regarded as proposals which would need to be looked at from an environmental impact as well as from a policy viewpoint.

To illustrate the degree of care which must be exercised when proposing, planning, and implementing activities on National Forest land, an example from the mitigation plan for the 1990 Snow Valley Summer Activities Environmental Assessment follows. It illustrates how environmental concerns and human use were addressed in the management of three sensitive plant species found at the ski area.

With the help of the Forest Botanist, a practical plan to protect the three species was developed while allowing use of the area. Interpretation was incorporated as a part of the plan, and will be fully implemented in the 1991 summer season. The following example should be kept in mind as an example of the potential care required in the analysis and implementation of any proposed activity.

A small population of one species (Castelleja cinerea) was located at the edge of the RV park, between it and the highway. Protection and interpretation, with a fence, signs, and brochures were proposed for this plant, so that visitors might see and learn about sensitive plants without destroying them. A second small population of another species (Orthocarpus lasiorhynchus) was found at the west end of the ski area parking lot, adjacent to a dirt road used for maintenance and hiking. This species was protected by the installation of boulder barriers to prevent off-road vehicle or machinery damage. No interpretation is provided, as the intent is not to draw attention to this small colony. A third species (Streptanthus bernardinus) was found along the disturbed banks of the south side of the lake. The decision was to close this portion of the lake to fishing, although hikers may walk along the road to go around the lake. Signs are posted that the banks are off-bounds to fishermen, who would trample the plant going up and down the banks. The area is designated as closed to fishing because of the sensitive plants, but they are not interpreted as this would tend to draw individuals into the plant area, and thus lead to the trampling.

This example alone shows the detail in planning and execution which must accompany any utilization of the ski area during the off season because of

often conflicting environmental considerations. Other examples involve use of the area by deer and other wildlife. While the wild animals would offer interpretation and wildlife viewing opportunities, care must be taken to preserve as much as their habitat as possible, with minimal disruption.

While the Forest Service recreation specialist would tend to view the ski area as a "people preserve", the Forest Service biologist might argue that it has become a "wildlife preserve", at least during some parts of the year. The manager's concern is how to optimize the management of the area so that both can prosper, or at least coexist. Stu Shockey, Dillon Ranger District Winter Sports Specialist, notes that the deer and elk seem to realize that they are in fact protected on the ski areas, even though the public can still legally hunt there. Fred Kactrzynski, Forest Recreation Specialist on the White Mountain National Forest in New Hampshire, notes that hunting has in fact stopped on National Forest lands on ski areas in his Forest, even though the official status still allows hunting. As four season activities grow, and the ski areas become even more "managed" and used by urban visitors for hiking and mountain bicycling, for example, it is logical to expect that hunting will cease entirely.

The previous examples show the extent that the ski area and the Forest Service must work closely together to agree on the type of activity through the policy and environmental analysis stages, and must also know the concerns and the land thoroughly before starting these activities. Additionally, the economics of employing well-trained personnel to administer such a program might be beyond the capabilities of the ski area, and of the Forest Service. Because of the intensity of management which is desired by both, the use of volunteers and/or

Interpretive Association members might offer a possible solution, at least in part.

In the R-2 Draft Alpine Winter Sports Site Permit Administrator's Guide, the section titled "Interpretation" notes that "At some winter sports sites the summer season may be the best time of the year to provide interpretive programs and services." (p. 102) Unfortunately, the telephone survey revealed that little, if any, interpretation is being done at the ski areas, either in winter or in summer. A few outstanding examples are the exception, rather than the rule, and frequently they are done by others rather than the Forest Service. These are discussed in a later section titled "Opportunities, Problems, and Conclusions".

In spite of some innovative things noted later, generally there appears to be limited interpretation done at ski areas either by the Forest Service, ski area, or interpretive association. Even the uniformed presence of the Forest Service Snow Ranger is less frequent now, and rarely occurs on a daily basis as it did in the 1970's and before.

The recent growth and importance of volunteers and interpretive associations makes the participation of these groups at least a possibility, if not a probability, on many ski areas on National Forests. On the Arrowhead Ranger District, that active group of volunteers who perform interpretive work on the District, is known as the Rim of the World Interpretive Association (ROWIA).

Rim of the World Interpretive Association: Background

The Rim of the World Interpretive Association is a non-profit organization incorporated in 1985 as a successor to the Mountain Chapter of the San Bernardino County Museum Association. The Mountains Chapter of that Association had been formed on 30 September, 1982, with the stated goal of promoting interpretive services on the Arrowhead Ranger District and to help maintain and enhance the National Children's Forest on Keller Peak Road. It originally proposed a cooperative agreement, but used the sponsored volunteer agreement instead to give the association the full legal standing under the "Volunteers in the National Forests" program. The Association, during the next few years, was primarily responsible for creating the Heaps Peak Arboretum, under the direction of George Hesemann. In 1984, the Children's Forest, Heaps Peak Arboretum, and the two fire lookouts were formally adopted by the Mountains Chapter of the San Bernardino County Museum Association.

In 1985, the Mountains Chapter decided to independently establish itself as a separate organization rather than continue as a chapter of the County Museum Association, and formed The Rim of the World Interpretive Association, known as ROWIA. It exists for the purpose of preserving and developing the natural heritage of the San Bernardino Mountains. More specifically, the group's principal purpose is to "foster through education and interpretation the natural history and resources of the San Bernardino mountains." (ROWIA Articles of Incorporation, Part II, B).

On 25 April, 1991, ROWIA was awarded the Chief's Volunteers Program National Award in Washington, D.C. It is the only 1991 recipient of this award in Region 5, and one of only four in the United States. The Nomination Sheet notes the Association's many environmental education efforts at the four sites which it manages, including "the development of nature trails, interpretive signage, public information brochures on hiking trails and natural history, nature walks, and a forest information booth", as well as fund-raising efforts to "support these activities through recycling drives, public speaking engagements, interpretive outlet sales, plant and wildflower seed sales, and soliciting interested organizations".

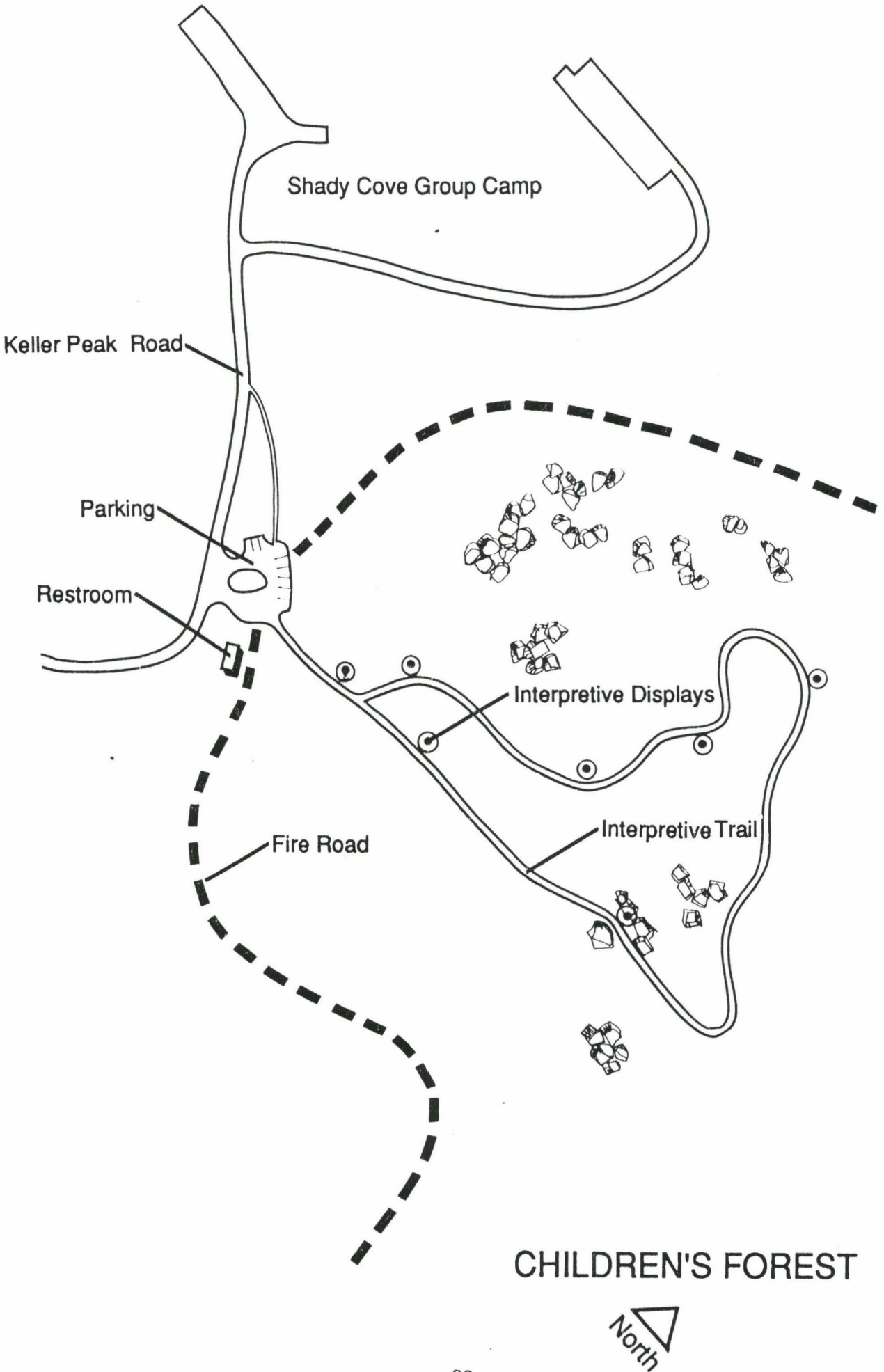
In the nomination, it is noted that an estimated 5 million visitors visit the San Bernardino National Forest each year, and that the four interpretive sites managed by ROWIA administer to an estimated 100,000 of these visitors. In the last five years 36,844 volunteer hours have been recorded amongst ROWIA members. A sub-branch of ROWIA, called the Forest Advisory Committee, does not record membership hours, as it is dedicated to the education of the 30,000 mountain residents who live on the private lands located within the Arrowhead Ranger District. Its efforts are directed at management of these private lands, working with the California Department of Forestry and Fire Protection, the USDA Conservation Service, and interested public members. The Arrowhead Ranger District sends a representative to the Forest Advisory Committee as a liaison to assist this segment of the organization and interact with the other agency representatives.

ROWIA provides service to the Arrowhead Ranger District of the San Bernardino National Forest under a sponsored volunteer agreement originally dated 23

October, 1985. Specifically, the group performs such services as staffing information stations, conducting activities such as interpretive talks, walks, and evening programs, and maintains Interpretive Service facilities. The Association also assists in the development of needed interpretive publications, provides brochures, sales of maps, Peterson Field Guides, and other approved Forest Service items, but its "doing" (volunteer) activities are far more important to the District that its present "selling" activities. Most significantly, it provides volunteer staffing and management for four developed sites. Those sites are: the National Children's Forest, the Heaps Peak Arboretum, the Strawberry Peak Lookout, and the Keller Peak Lookout.

National Children's Forest: This area was burned in the Bear Fire of 1970, and was replanted as one of three National Children's Forests in the United States through the efforts of Hunt-Wesson Foods and the U.S. Forest Service. The corporation pledged to pay the cost of a young tree for every one of its product labels returned to it. A buried time capsule included in a small wooden climbing structure at the edge of the parking lot preserves the names of 208,000 children throughout the United States who participated in the Hunt-Wesson program. Hunt-Wesson provided $5,000 towards the project, and planning started late in 1971. Consulted during the development plan, Lighthouse of the Blind, Crippled Children Society, and City of Hope provided input to assure that the needs of the disabled were met. Many volunteer groups helped during construction, including the Junior Women's Clubs throughout Southern California, the Campfire Girls from Camp Wintaka, and many others. In the early 1980's, as budget cuts threatened the closure of many Forest Service facilities, public interest kept the National Children's Forest open. Figure 3, on the following page, shows the general layout of the Children's Forest.

FIGURE 3 - NATIONAL CHILDREN'S FOREST



The operation and maintenance of the National Children's Forest is under ROWIA. In its 20 acres, it features a .6 mile paved loop trail, the "Trail of the Phoenix", with wheelchair access, sideboards along the trail to guide the blind, signs along the way in Braille and English, and several picnic tables and a restroom. It is approximately 4 miles off the Rim of the World Scenic Byway, next to the higher elevations of Snow Valley Ski Area. It is open from the middle of May until the first snow, from sunrise to sunset. This site is the one which is most suited at present for expansion, as well as possible coordination with the adjacent Snow Valley Ski Resort. As of December, 1991, it has been selected as one of the Region 5 "America's Great Outdoors" projects, along with the funding to rehabilitate and expand the site. It will be more fully discussed later in this paper for its potential to integrate with the ski area activities and thereby increase the number of visitors using the site.

FIGURE 4 - "EARLY PARTNERS"

Heaps Peak Arboretum Site
1931

Heaps Peak Arboretum: After a fire had devastated the area known as Heaps Peak in 1922, the Lake Arrowhead Women's Club and students from Lake Arrowhead Elementary School replanted the site in 1928, and the arboretum site was officially designated in 1931 as the Heaps Peak Reforestation Project (see figure 4). The Women's Club continued to replant through the 1930's, and in the 1950's another large fire swept through the area. Fortunately, many of the trees survived, and in the early 1980's the Mountains Chapter of the San Bernardino County Museum Association revived interest in the site. The Forest Service gave permission, and construction started on 10 August, 1982, to open the site as an arboretum. It was later developed into the present-day Heaps Peak Arboretum by ROWIA and its first president, George Hesemann, and opened to the public on 30 June, 1984. It had 19,000 visitors from its opening day until 1 December of that year, and presently serves more than 90,000 visitors annually. It is a 40 acre nature sanctuary with a .7 mile loop trail. A trail guide is available at the information kiosk for this self-guided trail. The trail passes through a meadow, a riparian watershed, and a mixed conifer forest. Highlights of the trail are groves of Giant sequoia and dogwood. The arboretum is open year-round sunrise to sunset. An information station is open on weekends, and a restroom is on the site. The arboretum is located on the Rim of the World Scenic Byway (Highway 18). The Forest Advisory Committee is now in the process of developing a native plant demonstration garden at this site, with the help of the District Landscape Architect.

Strawberry Peak Lookout and Keller Peak Lookout: The fire lookouts were closed in 1981 due to Forest Service budget constraints, and then reopened in 1985 under the auspices of the volunteers of ROWIA. The 1986 report notes that while the primary purpose of the Strawberry lookout is to "...spot fires, 16 smoke reports were made, seven smoke checks were called in, four illegal shooters were reported, two traffic accidents were sighted, major traffic tieups were reported, and illegal woodcutters were reported." A total of 5,208 visitors went to the Strawberry Peak Lookout in 1986, with the largest number in one day being 156 on 5 October. The 1986 Keller Peak report notes that Keller Peak Lookout had 4,211 visitors, and recorded 67 lightning strikes, one illegal shooter, and 25 smoke reports and smoke checks.

Strawberry Peak Lookout Tower: This tower is a working lookout located at 6,153' elevation with views of the San Bernardino mountains, including the San Gorgonio Wilderness, Lake Arrowhead, Lake Gregory, Silverwood Lake, and the Mojave Desert. Volunteers on duty answer questions about the mountains, and will show how a smoke is located on the Osborne firefinder, and reported to the joint interagency dispatch center in the Forest Supervisor's office in San Bernardino. The volunteers also take the daily fire weather report from an on-site location. This lookout is open every day from the end of May until the first snow, and located less than 1 mile off the Rim of the World Scenic Byway.

Keller Peak Lookout Tower: This is a working lookout located at 7,907' elevation, with views of the San Bernardino and San Jacinto Mountains, the Santa Ana River valley and the San Gorgonio Wilderness, and several peaks over 10,000' elevation. The lookout is located to the west of Snow Valley Ski Area,

and 1.7 miles above the National Children's Forest, on an unpaved dirt road. It is open every day from the end of May until the first snow. This lookout is the one which is discussed in a later section of this paper, as it represents an opportunity for expanded activities for the Snow Valley customer due to its location and attractions.

All four of these sites are operated by ROWIA with no admission charge, and the sites are maintained and improved entirely by volunteers with materials supplied through private donations. The recent highlight of the Association's activity was the completion of the "SST", or "Sweet Smelling Toilet" at the Heaps Peak Arboretum through a Challenge Cost Share Agreement with the Forest Service. The Forest Service contributed $15,000 of the $45,000 cost, with ROWIA donating the remainder as a result of its fundraising efforts, donated materials and labor. The Association also contracted the construction, thereby relieving the Forest Service of that burden.

The 1989 ROWIA report noted that more than 100,000 visitors visited these four sites or attended programs, and more than 7,645 hours of volunteer time was recorded. In 1990, more than 9,692 volunteer hours were recorded, which is more than the equivalent of four full-time Forest Service employees. In addition, the professionalism, enthusiasm, and expertise of the volunteers offers the Forest Service and the public an added benefit.

ROWIA: Organization and Activities

In contrast to most Interpretive Association activities, the Rim of the World Interpretive Association's past major efforts have been in terms of volunteer hours and on-the-ground interpretive programs and site management. Daily sales of items have generally been a low priority, partially due to lack of inventory, storage and display space. These lower-revenue items have included various Smokey the Bear pins and patches, hats, Forest maps, a trail guide map developed by the Association, and various Peterson's Field Guides. The Association has also pursued other fund-raising which proved to be better in terms of revenue production; usually these sales have centered upon specific fund-raising drives for named purposes, such as the Arboretum restroom. Off-site special sale items included sweatshirt and seedling sales on various occasions, such as the annual Forest Advisory Committee Fair. In addition, each site maintains a donation box.

Each site has one or two persons designated as the overall coordinator for that facility, and the coordinator is responsible for scheduling volunteer hours, training and supervising the personnel, and budgeting for necessary repairs, maintenance, and future projects. The revenue which accrues to the Association is managed by a Board of Directors, and while only one account is maintained by ROWIA, each site is accounted for separately. All funds collected by the Association go directly back into site maintenance, improvement, or to interpretive projects requested by the Ranger District. The Association has no paid members, nor does it have a paid business manager.

Site improvements are proposed each year in writing to the District Ranger. The District liaison generally works with ROWIA to develop the proposals, reviewing each project with the appropriate ROWIA representative on the ground. The District Ranger then approves and/or modifies the proposal, and the District liaison works with the Association in its implementation so that Forest Service standards and guidelines are met. With the exception of the newly-constructed "SST", which involved a two-thirds ROWIA, one-third Forest Service Challenge Cost Share dollars, the Association has provided all funds and materials for each project. Forest Service personnel provide expertise for projects requiring environmental analysis or detailed planning, and construction inspection is also provided by either the District liaison or by Forest Service Engineering.

In general, although the Children's Forest originally started out as the featured attraction for the Association, the Highway 18 location of the Arboretum, as well as its attractions, has caused it to be the site which generates the most visitors, and thus the most revenue from donations and sales from the small information kiosk. It has also benefitted most from special fund-raising drives. The other sites fare less well, with Keller Peak Lookout generating the least in terms of revenue from sales and donations. The Arrowhead Ranger District office in the past has sold maps, pins and patches for the Association, but has generated little of the revenue. This, however, is expected to change markedly due to recent changes discussed later.

Looking Ahead

Several changes occurring recently may now allow the Association to take on new challenges, both in terms of sales outlets, membership, activities, and revenue enhancement.

The Arrowhead Ranger District recently completed its move from a leased building with a small reception and display area, to a new office facility located on National Forest land. Incorporated in the design is an enlarged public reception and information area which is also intended to allow for more sales items, such as books and other revenue-generating items. The office move occurred in the spring of 1991, but the public reception and information area is not yet completed. However, the intent is for the District office to serve as one of the Association's major sales outlets. Presently, map sales plus a few of the smaller items noted earlier make up a majority of the Distict's sales, and the revenue generated at the office is not significant. It is anticipated that once the display area is finished, the Association will be able to order and maintain a larger and more varied inventory of sales items which will generate better revenue, and once the Association experiences success in expanded sales, it is expected that it will look for additional outlet opportunities and at the same time, increase its inventory. In the past, there has been a reluctance to tie up the Association's funds in an inventory of sales items, since they were not great revenue-producers, and due to the lack of outlets and storage.

Another change which may give impetus to the Interpretive Association has to do with Forest Service personnel changes and the direct effect of the Recreation Strategy. New personnel with skills in Landscape Architecture, Interpretive Services design, and public relations will help to encourage the Association to try new ventures and expand those which are successful, and leadership at the Forest level will support the District efforts.

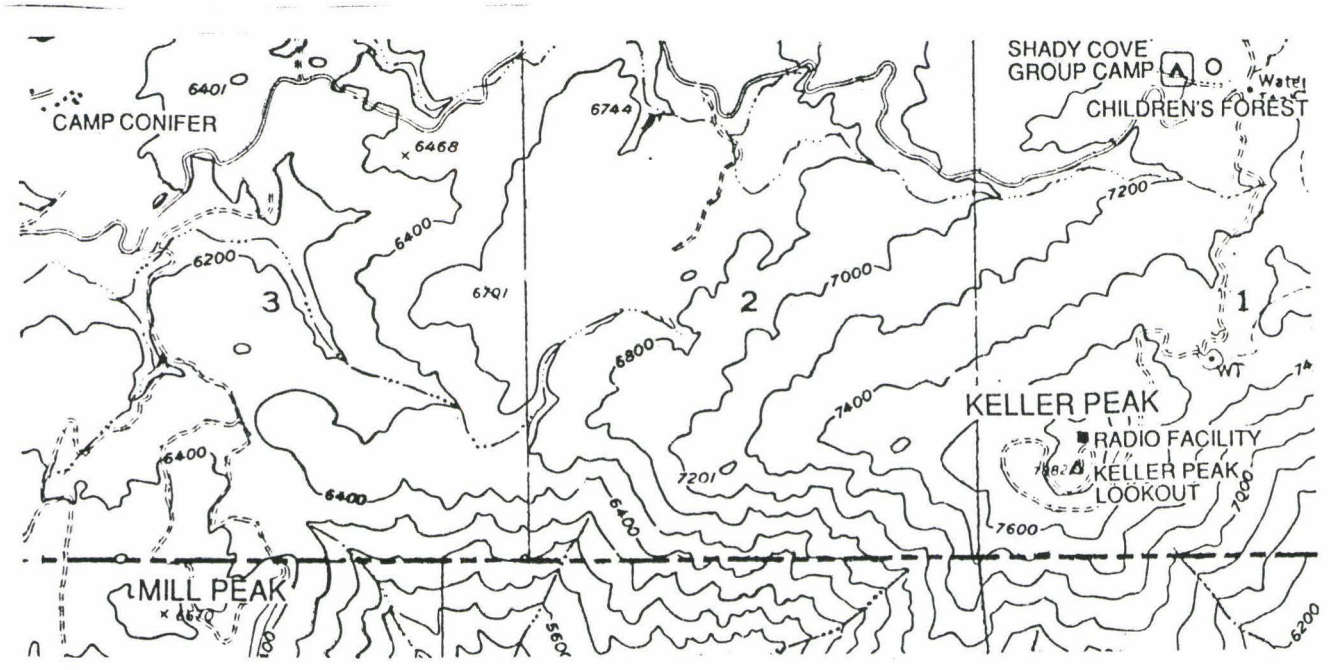
Another effect of the Recreation Strategy is expected to significantly impact the District and the Interpretive Association sites. The Rim of the World Scenic Byway was designated in the fall of 1990, and all four of the sites which are managed by the Association are either on or very near the Byway. As the Byway becomes more popular, these sites will receive even more visitation than at present, and thus ROWIA's management and interpretation will become even more important to the Forest Service. The designation of the Byway means that additional Challenge Cost Share opportunities may occur, as well as additional interpretive opportunities, and from this an increased public awareness of their National Forest. The District and the Interpretive Association are actively planning to integrate the Byway planning with ROWIA's plans.

The Interpretive Association had for many years been under the direction of one person, George Hesemann, and the major achievements of ROWIA can be directly attributed to his efforts and leadership. His interest in the Heaps Peak Arboretum literally caused it be developed from the plantation that it originally was. In the past few years, much of the Association's funds, energy and efforts have been focused on the Arboretum, and the excellence of the site reflects that effort. ROWIA's greatest fund-raising effort had centered on the

"SST" restroom, and now that this has been built, the Association will be looking for new ventures and opportunities. In this last year, with George's support, a new Association president has been elected who intends to continue the Association's past excellent site management, and who also wishes to explore additional activities and ideas for improvement of the Association. He has the full support of the Association and the Forest Service, and is now exhibiting leadership that will take ROWIA forward into new projects while maintaining the previous ones.

Keller Peak (Dry Creek) Area

Several Forest Service projects and proposals are presently underway in the Keller Peak (Dry Creek) area which will also offer additional opportunities for the Interpretive Association and Snow Valley Ski Area. (figure 5)



KELLER PEAK (DRY CREEK) AREA

The Keller Peak Road area is designated as a recreation emphasis area in the San Bernardino National Forest Land and Resource Management Plan (LRMP). From the Forest Service Deerlick Engine Station, where many Forest visitors stop to obtain National Forest information, the visitor turns right on the Keller Peak Road and starts gaining elevation on the way to Keller Peak. Along the road, which leads to the Children's Forest, the visitor passes thirteen "remote"

camping sites where the forest visitor can camp without the benefit of a developed campground. The area contains a number of old logging roads, illegal off-highway vehicle routes, and several designated Forest Road spurs.

Presently, approximately 300 acres of this area are now being thinned as a part of a planned vegetative treatment. Some portions of the area are under contract to two loggers, and other portions are cut by Forest Service crews, with the wood removed by the public under permit as a public fuelwood sale offering. Once the selective tree removal is completed, several of the remote campsites will be rehabilitated and others may be added. The roads and trails will be inventoried to see which will be retained and which will be obliterated or closed. Several opportunities exist for new trail construction which could benefit Snow Valley Ski Area, the National Children's Forest, and the Keller Peak Lookout. Demand for trails will focus on hiking, equestrian, and mountain bicycling, as the area is not included in the Forest's present off-highway vehicle planning except for designated snowmobile use on the road during the winter, and OHV's are, in fact, prohibited in the area.

These organizational and physical changes, in addition to those noted in the section on the Snow Valley Ski Area, help to make the climate right for at least considering some of the activities noted in the following section.

OPPORTUNITIES, PROBLEMS, AND ACTION PLAN

In this section, information will be presented which came as a result of the telephone surveys, plus proposals discussed with the Rim of the World Interpretive Association and Snow Valley Ski Corporation. The reader is reminded to read this with an open mind, subject to the assumptions noted earlier. Also, the two Forest Service partners must remember that this is not "direction from the Ranger", but merely a discussion of ideas.

Success Stories

A few outstanding examples of interpretation, volunteer coordination, and partnerships merit mention, as many of these might be adaptable to the Snow Valley/ROWIA situation.

At Vail, there are "Mountain Bike Rangers", similar to the ski patrol, who answer questions and pass out informational brochures. There are also four wheel drive Jeep tours which take the visitor on a "wildlife tour" of the mountain. There is also a wildlife viewing station for elk viewing in the winter, and there are some self-guided interpretive hiking trails to acquaint the visitor with the local geology and wildlife. There is a three-way partnership between the ski area, the Colorado Division of Wildlife, and the Forest Service to get some of the wildlife studies done for elk and lynx. Vail Associates pays the student, the Division of Wildlife finds the student, and the Forest Service supplies housing. A volunteer ski host program was planned for late in the 1991 ski season, similar to that of Snowbird. In addition, a

local minister holds three interpretive programs each week during the winter, focusing on wildlife and history of the area.

At Steamboat, a seasonal Forest Service Interpretive Specialist works six days per week from July to Labor Day, giving nature hikes, slide shows, and talks. There is also a self-guided nature trail with an accompanying brochure, and the Forest Service is doing some joint planning with the City of Steamboat to link up the urban trails with National Forest trails. The Forest Service has high visibility through the ski area signage, and the partnership between the Forest Service and the ski area is also interpreted in exhibits and signs.

Ski Areas have long used one organized source of volunteers for their winter operations, the National Ski Patrol. Recently, several areas have begun to experiment with a different type of volunteer. For example, Mt. Hood Ski Area used approximately 30 Forest Service uniformed volunteers for a winter special event, a large USSA Disabled race event. Doug Abromite, a R-4 Winter Sports Specialist, noted an example of Forest Service winter interpretion done by volunteers at Snowbird. The volunteers, who are uniformed, offer a regular Forest Service presence as skiing hosts. They contact the public, pass out Forest Service and ski area information, talk about the mining history of the area, avalanche safety, environmental issues, and development of the ski area. They provide a service to the ski area and the Forest Service through their interpretation, and while the ski area was initially lukewarm to the proposal, now feels that it is a distinct benefit. Snowbird Ski Area also provides summertime interpretation through interpretive signing for local peaks, flora and fauna, and history. It also offers self-guided hiking tours in the summer,

as well as several types of guided tours. Big Mountain, in Montana, also experimented with a similar program in 1990.

Mammoth Mountain experimented with a volunteer host program of its own in 1990-1991, as it signed up volunteers who had proof of health insurance, provided Mammoth uniforms, and trained them in CPR, Mammoth policies, and how to answer the guest's questions. No interpretation of the forest or Forest Service was done through this program, however, as it was not associated with the Volunteers in National Forests program. Mammoth Mountain has its own video production center, and has worked with the Forest Service to produce several videos, one of which extolls the partnership theme between the Forest Service and the ski area. The ski area also produced three brochures on coyote problems for the Forest Service, and the local interpretive specialist felt that the ski area would probably do more, if asked.

Several Forests have employed seasonal interpretive specialists on a cost-share basis with the ski area. In Oregon, Mount Bachelor and the Bend Ranger District have tried this, as did Big Mountain, Montana, and Region 9 has several areas that are experimenting with a "Resort Naturalist Program", where the Forest Service hires and trains, and the ski area pays the salary.

At Sun Valley, Idaho, the Forest Service Snow Ranger and assistant have a "ski with a Snow Ranger" interpretive tour which is offered one day per week, two times per day. The group is limited to ten people, and was well-received.

In addition to cost-shared activities and personnel, there are some cost-share projects which are beginning to occur between the Forest Service and ski

areas. Jerry Osborne, Winter Sports Specialist at Big Mountain noted that the Forest Service share of an Interpretive Disabled Accessible Trail to be constructed in 1991 will be $20,000.

One large center of interpretation is located at Timberline Lodge, a National Historic Monument which is part of the base area of a ski area. It is not a part of the ski area operations, however, and the interpretation which is done is primarily concerned with the Historic Monument. Terry Sroufe, in charge of Interpretive Services on the Zig Zag RD notes that they have instituted a display about skiing, however, and would be interested in instituting guided walks at the ski area.

There are many excellent examples of Interpretive Associations and Volunteers in National Forests in all Forest Service Regions, although none are associated with ski areas as yet. The Rim of the World Interpretive Association was nationally recognized in 1991, and on the San Bernardino National Forest the San Gorgonio Defenders of the Wilderness Volunteers provide an interpretive as well as a volunteer service, as do the Laguna Mountain Association members on the nearby Cleveland National Forest. Another excellent example of management and interpretation is found on the Pisgah National Forest, at the Cradle of Forestry Visitor Center in North Carolina.

The National Recreation Strategy, as well as the President's Initiative, extoll partnerships with other entities, both public and private. Many of the partnerships are not new, but are being looked at through "new eyes", such as existing special use permittees. Several local examples of partnerships would be the Chrysler Corporation's financial support of the Rim of the World Scenic

Byway, and the joint agency and multi-organizational planning which went into the summer concerts held at Snow Valley Ski Area. Partners in this venture included the Ski Area, Forest Service, Arrowbear Fire Department, California Department of Forestry and Fire Protection, California Highway Patrol, Lake Arrowhead Chamber of Commerce, Running Springs Chamber of Commerce, and San Bernardino Sheriff's Department. A Rocky Mountain partnership at Breckinridge developed when Louisiana-Pacific's neighboring clearcuts were visible, and they proposed putting up interpretive signs at Breckinridge, with Forest Service approval and guidance.

The next section will discuss specific opportunities, as well as problems to overcome, if the Snow Valley Ski Area, Rim of the World Interpretive Association, and the Forest Service choose to try out a "three-way partnership" in some areas of their operations.

OPPORTUNITIES:

For a partnership to be beneficial, each entity needs to be able to reap some benefits from a voluntary association with the other partners. Some of these potential benefits are noted below:

Potential Forest Service benefits: These could include heightened "presence" and visibility and increased interpretation of the developed sites and the multiple use mission of the National Forest lands that the sites are located on. Better utilization of adjacent areas having trails and campsites would occur as those areas were better integrated into the Ski Area and ROWIA/Keller Peak area of influence. Benefits would occur from the excellent opportunity to better explain that the National Forest, unlike the National Park, is a "working Forest" which produces goods, services, and activities having both amenity and commodity values. The expanded volunteer program would bring in enthusiastic new members to an already excellent organization. If there were increased revenues for the ski area, it would be reflected in a greater fee return to the government. If additional sales outlets were developed, the Ranger District would have an additional source of revenue for interpretive projects.

Potential Ski Area benefits: These could include "four season" activities, better utilization of equipment and personnel, higher retention of trained personnel, improved revenues and overall improved economics due to a year-round operation. Potential benefits accruing from a "partnership" with ROWIA could involve additional volunteer or part-time

professional "extra sets of eyes", improved ability to meet permit requirements such as monitoring, better community involvement, improved local word of mouth advertising, and expanded information and interpretation services.

Potential ROWIA benefits: These could include additional new and different interpretation opportunities, possible additional sales outlets, heightened visibility, enhanced identity with ski area and community, a source of "new blood" as new volunteers are recruited, and additional potential part-time employment or volunteer opportunities as the ski area activities varied.

PROBLEMS:

There are a number of considerations and "caveats" that each of the parties would want to understand before making decisions on whether to proceed with joint ventures. These are noted below, and are not meant to be all-inclusive. Other drawbacks will certainly appear as projects and activities are analyzed.

For Snow Valley Ski Corporation

There would be additional involvement of the Forest Service, and possible ROWIA, into the operations of the ski area. This could mean more "red tape", more extensive planning, and would require good volunteer liaison with the Forest Service. It would involve additional supervision and training of personnel, and thus a greater financial investment in a larger number of employees and volunteers. Whether the ski area chose to have its own volunteer program or use the Forest Service/ROWIA program, it is widely

known that "volunteers aren't free". There are always costs in terms of supervision, coordination, controls, training, uniforms, and insurance. Volunteers, by nature, tend to be highly motivated, professional individuals with ideas of their own, and the ski area or Forest liaison must recognize that and be able to devote the time and energy necessary to make the volunteer program successful.

For expanded activities off the presently-permitted area, there might be additional costs incurred if additional permits, such as those for an Outfitter/Guide, were required.

For the Forest Service

The statement that "volunteers aren't free" is one that the on-the-ground Forest Service manager knows all too well. Volunteer coordinators are becoming more and more important, and of necessity must possess certain skills and abilities that do not come cheaply. Costs in addition to the liaison involve time and money for supervision, coordination, controls, training, and uniforms. One issue which could be costly unless not worked out in advance could be the insurance coverage for injury. According to the "Forest Service Volunteer" pamphlet (FS342), "... if the volunteer is injured while working within the scope of the agreement with the Forest Service, the volunteer is covered by the Federal Employee's Compensation Act". Presently, because ROWIA engages in "low risk" activities, they have a waiver of the requirement that they must provide insurance. If the skiing volunteer interpretive program were instituted, this issue would need to be investigated to minimize the risks.

The Forest Service would need to recognize the need for permanent, long-term staffing, at least on a cost-share basis, if not fully funded by the Forest Service. In time, it could require a full-time position, especially if the partnerships were wildly successful. At present, the Assistant Recreation Officer serves as the Snow Ranger among his many other duties, and the ROWIA liaison has many responsibilities beyond those of the Interpretive Association. The Forest Service would need to accept the fact that it would be entering into a long-term commitment, and plan and budget accordingly.

For the Interpretive Association

Additional sales outlets and an expanded inventory would probably make it necessary to hire a business manager, at least on a part-time basis initially. If a sales outlet were established at the ski area, it would need to be planned so that it would complement, not compete, with the ski area retail shop.

Because volunteers are donating their time and services, recognition of their contributions is important. If the ski area or Forest Service doesn't recognize this, the fun goes out of the job. Entering a partnership agreement means that a certain amount of freedom is given up, therefore ROWIA itself would have to institute even tighter controls on its members. This constitutes a difficult balancing act, because to keep the organization functioning well its members have to enjoy their work, and have a certain measure of freedom along with it. If there is no pay

involved, recognition and a sense of achievement are of the utmost importance, and the Forest Service and the Ski Area must constantly keep this in mind.

IDEAS AND POTENTIAL OPPORTUNITIES -

Although much of this paper focuses on summer activities and interpretation, winter interpretation also needs to be expanded at the ski areas, as well.

A number of program opportunities for winter sports sites are noted on p. 101 of the Draft Alpine Winter Sports Site Permit Administrator's Guide, as follows:

WINTER SEASON	SUMMER SEASON
Warming houses/base lodges	Warming houses/base lodges
Self guided nordic/alpine tours	Self-guided hikes
Trail maps/brochures	Trail maps/brochures
Special events	Special events
Guided tours	Guided tours
Interpretive signs on the mtn.	Interpretive signs on the mtn.
Resort Naturalist Program	Resort Naturalist Program
Videos	Videos
Ski schools/Children's Center	Viewing/picnic area
Lift towers	Photo trails/photo points
Ski Host Program	Community programs
Demonstrations	Demonstrations
Visitor Information Services	Visitor Information Services
Smokey/Woodsey/PAWS Programs	Smokey/Woodsey/PAWS Programs
Traveling exhibits	Traveling exhibits
Guided tours for the disabled	Guided tours for the disabled

A number of themes for winter sports sites are noted in the same section of the Guide, as follows:

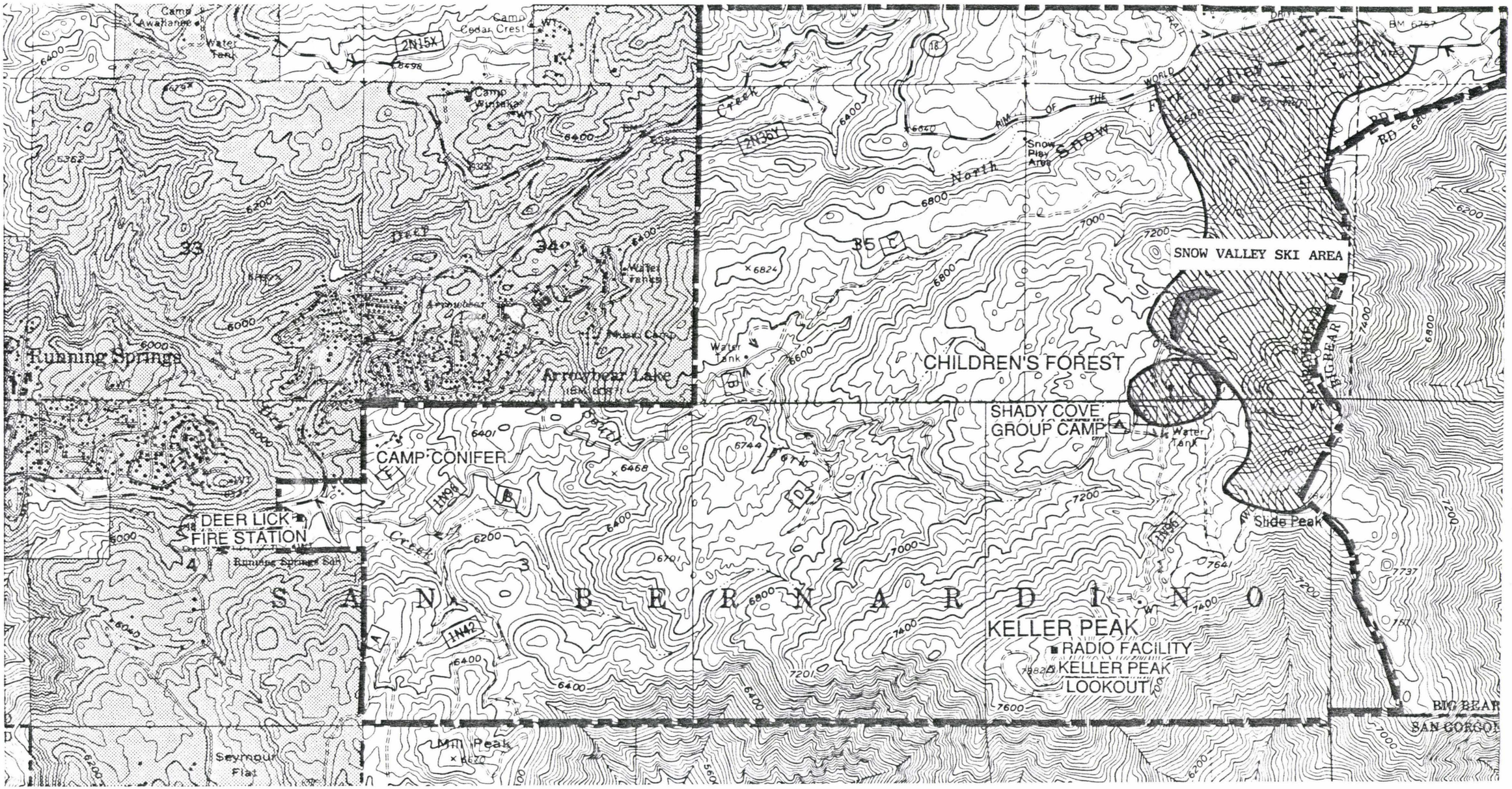
THEMES FOR WINTER SPORTS SITES:

Historical	Winter ecology
Cultural Resources	Summer ecology
Natural Resources	Ski Area Design
Forest Service Mission	Vegetation management
Ski Area Administration	Summer Operations
Skiing History	Ski Area History
Wildlife	Partnerships
Multiple Uses	Ski Safety

On the next page, figure 6 shows the Snow Valley/Keller Peak Planning area. The map shows the location of the Snow Valley Ski Area, the National Children's Forest, the Shady Cove Group Camp, the Keller Peak Lookout, and the general "dispersed recreation" area with a number of trails and unimproved campsites which constitute the Keller Peak (Dry Creek) area. The area is entered next to the Forest Service Deerlick Fire Station, which is serves as an information station for much of the year, and might be a potential future sales outlet for the Interpretive Association.

The last section of the discussion, which follows figure 6, lists potential activities, programs, and shared interests in the specific area south of Highway 18, the Rim of the World Scenic Byway, shown in figure 6.

(figure 6)



SNOW VALLEY-KELLER PEAK PLANNING AREA

North

Snow Valley-Keller Peak Planning Area

Many of the interpretive themes shown several pages earlier are possible in this area, and should be kept in mind as the following activities and programs are listed.

Trails

Trail construction includes both new trails and improved existing trails for mountain bikes, horses, and hikers. The areas include within the ski area, in the Keller Peak (Dry Creek) area that is now being thinned, and offer possibilities for link-ups with the local communities of Arrowbear and Running Springs. The Rim of the World Recreation and Park District has recently purchased land in Arrowbear, and the Ranger District has other cooperative projects with the Park District. The Siberia trailhead and trail to Bear Creek is also accessible near the ski area, and possibilities exist for a cooperative maintenance agreement and/or outfitter/guide use of the area.

Stables/trail rides/cookouts/overnights

These are some of the activities which might occur from the base of the ski area to and from the Keller Peak Lookout, in various areas of the Keller Peak (Dry Creek) area, from the Siberia trailhead to Bear Creek for fishing or sightseeing, hayrides, regular cookouts using the Shady Cove Campground or other facilities located on the ski area, overnights using patrol buildings on the mountain.

Transportation

Improved transportation opportunities in the area could eventually lead to shuttle use of the Keller Peak Road, possible guided tours in jeeps, snow cats, snowmobiles, or other type of transportation which would take the public between the Lookout, the Children's Forest, and the Ski Area.

Riparian Area (Deep Creek)

This area, which begins at the west end of the ski area base, will be the subject of wildlife studies starting in the spring of 1991. As it has been previously disturbed, it is a candidate for a possible cost-share rehabilitation project. It could be an improved wetlands project, with interpretive signing, tours, brochures, and watchable wildlife opportunities for bird watching. Volunteer activities could include physical projects such as willow transplants, and monitoring activities involving water quality and wildlife monitoring.

Rim of the World Scenic Byway (Hwy 18)

This Byway runs through the heart of the Snow Valley/Keller Peak Planning Area. The Forest Service Deerlick Fire Station presently serves as an information station during the summer season, and plans are to expand information services there through the construction of a self-service information station. The site has the potential for a small visitor center and future sales outlet, and it serves as the gateway to the Keller Peak (Dry Creek) area, National Children's Forest, and Keller Peak Lookout.

A second logical stop on the Byway, especially during the summer season, would be the Snow Valley Ski Area. It could offer information services and

a ROWIA sales outlet, and thus create customers for its activities. Its large parking lot and location make it a natural spot for the visitor to stop, enjoy its attractions and activities, and learn about the National Forest at the same time.

Snow Valley Ski Area

A summer ROWIA sales outlet here could serve as a major outlet for books, maps, trail guides, and other items such as the wildlife sweatshirts.

Improved National Forest presence would occur as a result of brochures, trail maps, uniformed personnel, signs, general forest interpretation, more on-site involvement of volunters in the management of their National Forest, increased general public knowledge of the National Forest role as a "working forest", and by the presence of a regular Forest Service liaison.

The ski area could serve as a major center for interpretation of recycling. It presently uses a biomass mulch recycled from the local transfer station, and could interpret this use on the ski area, showing the direct savings which goes to the local taxpayer. The ski area, along with the local sewer and water district, is pursuing the use of tertiary reclaimed water for snowmaking and irrigation. This would offer a second interpretive opportunity involving the use of recycled water and water conservation. The Ski Area could also set aside another small area to use as a native plant demonstration area, with interpretive trails, similar to that planned for the Heaps Peak Arboretum. Recycling of cans, bottles, and plastic could be a feature of its food service areas, as well.

Watchable Wildlife opportunities could be developed on the ski area, and in adjacent areas. These could consist of photo opportunities at the lake to view deer in the early morning or late evening, bird watching, and other species as information is developed from ongoing studies.

Potential volunteer involvement with the ski area, either as volunteers or as occasional part-time help, could include such things as ski hosts, horse or mountain bicycle guides, instructors (flyfishing, rock-climbing), live-in caretakers (in patrol buildings on the mountain), enforcement, "mountain bike rangers", student opportunities (interns, docents), monitoring, water sampling, studies. The studies could involve wildlife and plants, such as eagle watching, sensitive plant surveys, deer habits and numbers. The volunteers could provide interpretation of ski area management themes such as snowmaking, investments, water usage, revegetation and erosion control. There are tree planting opportunities (slopes, parking lot fringes), and summer events such as concerts and exhibitions which might need extra personnel available. Volunteers could provide guided hikes, help maintain self-guided trails to the fishing lake area, riparian area, and provide information on the history of the area.

This brief list is just a start, and is limited only by the imagination. Hopefully it will provide a number of new ideas for the Ski Area and the Interpretive Association. A brief "Action Plan" follows, which suggests how to begin implementing some of the ideas presented in this paper. The implementation of the "Ski Host" program has begun with the recruitment of six eager ROWIA volunteers who will begin interpreting the Forest Service and Snow Valley Ski Area in January, 1992.

ACTION PLAN

A. SHORT RANGE GOAL: Implement Ski Host Program as a "trial partnership"

Forest Service Internal:

1. Purpose: Develop the framework for a successful volunteer ski host program and implement as a pilot program.
2. Responsibility: District Ranger, assisted by those noted in c.
3. Assignment: Develop written outline of desired program, with roles and responsibilities for FS personnel involved, implement program on trial basis for current ski season.
4. Others affected: Recreation Officer, Snow Ranger, Wildlife Biologist, ROWIA Coordinator.
5. Associated tasks: Meet with ROWIA to determine interest, meet with Snow Valley Ski Area to determine interest, investigate OWCP and associated insurance and/or liability issues, order uniform parkas for volunteers, train and orient volunteers, schedule volunteers, institute monitoring system.
6. Target date: 1991-92 ski season
7. Comments: as of January, 1992, volunteers are now in training phase, insignia has been developed, uniforms have arrived, and spirits are high. A professional marketing executive, one of ROWIA's newer members, serves as one of the core ski host team members. (See appendix 4, District Ranger letter, "Proposal for Ski Host Program" dated 13 October, 1991)

Forest Service, Snow Valley Ski Corp., ROWIA:

1. Purpose: Begin integration of volunteers into ski area operation, 1991-1992 ski season. Model this program on the successful NSPS volunteer program. Start with a strong FS liaison program between the other two partners, and create the volunteer ski host program. Start on a small scale if at first there are not enough volunteers.

2. Responsibilities/Roles/Assignments:

   Snow Ranger: lead contact with ski area operations and ski patrol/guest services (logistics).

   ROWIA Coordinator: works closely with Snow Ranger to coordinate program; lead contact for interpretation, volunteer coordination.

   Wildlife Biologist: assists Snow Ranger, ROWIA Coordinator in training, orientation, and program monitoring..

   ROWIA Volunteers: select supervisor, coordinate scheduling with ROWIA coordinator.

   Snow Valley Ski Corp. General Manager or Operations Manager: provide information and training about Snow Valley.

3. Associated tasks: Finalize volunteer uniform jacket (Forest Service uniform parkas) by attaching volunteer patch, and embroider or attach "National Forest Ski Host" identification on back of jacket.

4. Comments: If there is not enough interest from existing ROWIA volunteers, consider recruiting from off-duty Forest Service personnel, or Recreation and Park District personnel. Maintain ROWIA sponsorship by having all volunteers join ROWIA. Provide joint training by Forest Service, ROWIA, and ski area. FS personnel who join ROWIA will wear the volunteer jacket, not the FS jacket.

5. Target date: 1991-1992 ski season

Forest Service, Snow Valley Ski Corp., ROWIA:

1. Purpose: Explore areas of mutual interest in a project involving summer activities and the Children's Forest/Snow Valley Lake area, with the Forest Service in a coordinating role.
2. Responsibility: District Ranger/Recreation Officer; Ski Area Manager, ROWIA Executive Board.
3. Assignment: Initiate planning talks concerning use of Children's Forest and Snow Valley Lake so that the "America's Great Outdoors" Children's Forest rehabilitation project (noted in the preliminary FY92 budget) addresses areas of mutual concern such as lake access, expanded parking for fishermen and bicyclists, trail access to Keller Peak Lookout.
4. Others affected: Snow Ranger, ROWIA Coordinator, Wildlife Biologist.
5. Associated tasks: Prepare design plan for Children's Forest rehabilitation project; prepare environmental documentation; prepare contracts for FY92 construction and completion; revise permits, operations plans as necessary.
6. Target date: 9/30/92 (project completion date).

B. LONG RANGE GOALS: Expanded "Three Way Partnership" and "Quality Circle"/ Interdisciplinary Permit Administration.

1. **Forest Service, Snow Valley Ski Corp., ROWIA:** If the winter ski host program goes well, and the Children's Forest/Snow Valley Lake joint planning proves workable, a next possible step might be "brainstorming" sessions to explore other options, such as those noted in the "Opportunities" section of this paper. Snow Valley has already expressed interest in conducting such discussions with ROWIA; ROWIA has expressed tentative interest.

2. **Forest Service Internal:**

   a. Purpose: Refine/define ski area permit administration roles and responsibilities concerning summer and winter operations to provide better interdisciplinary input to ski area permit administration.

   b. Responsibility: District Ranger, with input from those noted in c.

   c. Assignment: Develop written outline of desired permit administration roles and responsibilities for ski area summer and winter operations.

   d. Others affected: Recreation Officer, Snow Ranger, Wildlife Biologist, ROWIA Coordinator.

   e. Associated tasks: Review and revision of summer operations plan, summer monitoring plan, winter operations plan. Consider integrating into one plan, as feasible.

   f. Target date: 1 January, 1993.

3. **Forest Service Internal:**

a. Purpose: Shift from functionalized permit administration to an interdisciplinary approach. Evaluate the success of the volunteer program administration for the 1991-93 ski seasons as an indicator of success for a "team concept" approach to ski area permit administration, in which the Snow Ranger, ROWIA Coordinator, and Wildlife Biologist would work together in a "Quality Circle" concept to directly advise the Recreation Officer/District Ranger.

b. Associated tasks:

1) Annually, team members to review and update the summer and winter operation plans and summer monitoring plan.

2) Team members would also serve as the core ID team for all Snow Valley proposals, using other specialists as necessary, expanding the concept to summer operations.

3) Team members to serve as core ID Team members for upcoming ski area development plan and accompanying EIS. Begin planning necessary steps in FY92, start studies, meet regularly with General Mgr. and Operations Mgr. concerning short-term and long-term planning goals.

4) Research 40 year permit to investigate building into the permit a "cost-share" portion of the fee to be returned to the District to fund either interpretive projects, programs, or personnel.

c. Target date: FY93

CONCLUSIONS

In this era of tight economics, intensive management needs, and the need for a professional workforce, it makes sense to work closely with our partners and neighbors whenever we find areas of mutual benefit.

In addition to the Forest Service, the two organizations discussed in this paper which manage National Forest lands on the Arrowhead Ranger District and serve the general public are the Snow Valley Ski Corporation and the Rim of the World Interpretive Association.

This paper attempts to provide an understanding of each of the three organizations, their background and needs, and to provide some ideas that might help achieve mutual goals in a specific area called the Snow Valley- Keller Peak Planning area.

Partnerships are an important part of the Recreation Strategy, and the traditional two-way partnership between the Forest Service and the Ski Area and the Forest Service and the Interpretive Association has been explored in this paper for its potential as a three-way partnership, by showing examples of activities and programs found elsewhere on National Forest lands, and suggesting how these might be adapted to the needs of the Ski Area and the Interpretive Association.

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Bauer, Paul, Operations Manager; Snow Valley Ski Area, Running Springs, Ca.

Bown, Kimberly, Ass't. Director of Recreation; Regional Office, Juneau, AK, R-10

Carlson, Richard, Landscape Architect; Lincoln NF, R-3

Clark, Stacy, Recreation Staff; Ketchum RD, Sawtooth NF, R-4

Dyerberg, Rob, Winter Sports Specialist; Calaveras RD, Stanislaus NF, R-5

Flohr, Dave, Winter Sports Staff; Regional Office, San Francisco, Ca., R-5

Hackett, Jim, Winter Sports Specialist; Norwood RD, Grand Mesa, Uncompaghre, and Gunnison NFs, R-2

Harmer, Dave, Recreation Staff; Regional Office, Albuquerque, NM, R-3

Haynes, Bruce, Winter Sports Specialist; Zig Zag RD, Mt. Hood NF, R-6

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Highberger, Tom, Winter Sports Specialist; Hahn's Peak RD, Routt NF, R-2

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Kactrzynski, Fred, Recreation Specialist; White Mountain NF, R-9

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APPENDIX

1. Sample Questionnaire: Steamboat Ski Area
2. Sample Questionnaire: Zig Zag Ranger District (Timberline Lodge)
3. Summary Sheets of ski area summer activities
4. Hogan letter dated 13 October, 1991: Proposal for Ski Host Program
5. Design for Insignia for Ski Host Uniform Jacket

CLEMSON QUESTIONNAIRE

NAME OF CONTACT: Tom Highberger (303) 879-1870 DATE: 1/7/91

POSITION: Winter Sports Specialist LOCATION: Hahn's Pk RD, Routt NF R2

SKI AREA/INTERPRETIVE ASSOCIATION: Steamboat (& Catamount)

Leads: Amy Pfaff, Rec Planner. Pike/San Isabel (Monarch Ski Area)

Will send: Summer Ops Plan

IF SKI AREA:

SUMMER ACTIVITIES? (TYPES) (under ops plan and/or permit)
Mountain bicycling (just started). Uses existing road system, plus some connecting trails constructed; gondola rides (8 passenger gondola) to upper terminal, where there is a restaurant, jazzercise class every am, western B-B-Q dinners 2 x week, banquets, etc. Have self-guided nature trail (.5 mile) with brochure. Sports shops, restaurants on private base land.

Planned for this year: horse trails for visitors, with a stable at the base, plus they'd like to build log cabins (line shack type w/ basic vault toilet, water like Sundance has) for overnight horseback trips. Also investigating a corral at mid-mountain, also, so that guests can ride gondola up, ride horses from there. Want to do day rides, steak rides also. They've got lots of OF/Guides around, but ski corp wants to do it themselves (the Ops Mgr. is a cowboy...)

SUMMER EVENTS? (TYPES) (under ops plan & permit, not special event)
Lots of ongoing events, especially in conjunction with private base land. "Strings on Mountain" (Musical events, nightly); Cowboy Poetry, etc.

SUMMER OPERATIONS PLAN? Yes. Pretty complete...will send.

SUMMER MONITORING PLAN? As part of ops plan; no wildlife, mainly erosion control.

ANY INTERPRETATION DONE BY FS? One seasonal employee from July to Labor Day, 6 days per week who gives nature hikes, slide shows. Good visibility through NF/Ski Area signage, using Ski Corp. colors and motif, interprets partnership and Administration. good exhibit located in main lodge.

BY SKI AREA? Not yet, but they want to do this in the future.

BY OTHERS?? No

ANY INTERPRETIVE ASSOCIATION OUTLET FOR SALES? No

OTHER INFO: They're doing some good joint planning with the City of Steamboat, as they've got an urban grant for trails, & they'll be trying to do some link-ups with the NF.

Master Plan done 6 years ago. Do Run Improvement through a canned format (EA). Now on new 40 year permit, which emphasizes the "4 seasons resort" type of operation.

Tom's #: 303 - 879-1870

CLEMSON QUESTIONNAIRE

NAME OF CONTACT: Terry Sroufe DATE: 4/9/91

POSITION: Interpretive Services LOCATION: Zig Zag RD, Mt.Hood NF R-6

SKI AREA/INTERPRETIVE ASSOCIATION: Timberline Lodge (NWIA) Phone: 503-622-3191

Leads:

Will send:

IF INTERPRETIVE ASSOCIATION (ACTIVITIES):

Is in charge of Interpretive Services for the Zig Zag; has programs and interpreters at Timberline Lodge (Historic Monument) which is a part of a ski area. Their interpretation doesn't really involve the ski area, though. Lots of interpretation is done about the lodge; she does have a skiing display now, would like to do nature walks.

As interpreters, she also has five full-time FS volunteers during the summer, and 2 during the winter (at Timberline lodge).

Some competition/inventory problems with the Lodge concessionaire makes it somewhat difficult.

Also has a visitor center which is a shared facility, partners include the FS, local Chamber of Commerce, and the Mt. Hood Recreatin Associatin. FS share of rent for building is $6,000

They have a "bookmobile" which goes to the campgrounds and other sites, bringing interpretive materials, brochures, etc. THis year they'll have a car with book racks, as well.

They have the NWIA, which is primarily an interpretive association of booksellers. District gets about 15 to 20% of the gross from sales. She has one employee paid by NWIA (an NWIA employee) which she supervisors.

VOLUNTEERS A PART OF THIS ASSOCIATION? No, association has no members at all. The District uses volunteers, but they are separate from NWIA. Volunteers do interpretation.

GIVE TALKS, TOURS? Volunteers do, not NWIA members

K-1

SURVEY SUMMARY SHEET

Key: G=guided, U=unguided
BP=Base area private
P=Private land

ACTIVITIES	SKI AREA	Big Mtn 95%NF BP	Bridger 100 %NF BP	Red Lodge 90 %NF NFB	%NF	%NF
Tram/Gondola			closed?			
Chairlift rides		G				
Mtn Bikes (rentals?)		✓ P		U ✓		
Hiking (interpreted?)		✓ I *		U ✓		
Riding (horses)		✓ P				
Restaurants		✓				
(Fly)fishing						
Bkpking/Camping on mtn						
Wagon/sleigh rides		✓ w/s ***				
RV Camping/Camping (base)						
Sport shop/other		✓				
Other:						
Golf (pvt or NF?) (proposed		9 - P				
Tennis (pvt or NF?)		✓ P				
Hot Air Ballooning						
Kayaking						
River Rafting						
Jeeping						
Overnight pack trips						
Hang-gliding (P						
Hunting		U ✓				
Berrypicking		✓		U ✓		
..... camps						
Alpine Slide						
Rock climbing						
Parasailing (proposed		under study				
SPECIAL EVENTS:						
Concerts		✓ (lots)				
Rodeos						
Exhibitions						
Mtn Bike events		✓				
Motocross						
Trail Run		✓				
OTHR PROGRAMS						
Transporation (Bus tour)		✓				
Childcare						
INTERPRETATION		** ✓ VIS ✓ summit		very little		
By FS (SR,IS,V)*						
By Ski Area						
By Int. Assoc.						
By Others						
Volunteers		✓ w/FS		NSPS		
IA Sales outlet						
		open 5/11				
SUMMER OPS PLAN?						
SUMMER MONITORING PLAN?						

(SR=snow ranger, IS=Int. Svcs, V=volunteer)

*** 1 Full-timer + volunteer (30,000 visitors last Summer - walks, wkly programs, displays. est. ½ used the Int. Services)

** "old west shows"
(Glacier Park IA - not at ski area)

* Thurs yr - Interpretive Trapper Trail - Cont. share w/ Ski Area (FS goal = #20,000)

SURVEY SUMMARY SHEET

K-L

Key: G=guided, U=unguided
BP=Base area private

ACTIVITIES / SKI AREA	Aspen Mtn 5D %NF (BP)	Aspen H.lands %NF (BP)	Buttermilk %NF (BP)	Snowmass %NF (BP)	Monarch 100 %NF *
Tram/Gondola					
Chairlift rides	G				✓ *
Mtn Bikes (rentals?)	U ✓			G/R ✓	✓ *
Hiking (interpreted?)	U ✓	U ✓	U ✓	U/I ✓	G/I ✓ (1)
Riding (horses)		G ✓ (in past)			
Restaurants					✓ *
(Fly)fishing					
Bkpking/Camping on mtn					
Wagon/sleigh rides					
RV Camping/Camping (base)					
Sport shop/other					
Other:					
Golf (pvt or NF?)					
Tennis (pvt or NF?)		- ✓ P			
Hot Air Ballooning					
Kayaking					
River Rafting					
Jeeping	U/R ✓			G ✓	
Overnight pack trips					
Hang-gliding	✓ (on skis too)	-			
Hunting					
Berrypicking					
..... camps					
Alpine Slide					* ✓ appr (1)
Rock climbing					
SPECIAL EVENTS:					
Concerts	✓				
Rodeos					
Exhibitions					
Mtn Bike events			✓	✓	✓ *
Motocross					
Filming (commercials)	✓				
OTHR PROGRAMS					
Transporation					
Childcare					
INTERPRETATION					
By FS (SR,IS,V)*					✓ ✓
By Ski Area					✓ visitors center
By Int. Assoc.					
By Others (ASPEN CENTER ENVIRON STUDIES)	✓ (under SUP)				
Volunteers					
IA Sales outlet					
SUMMER OPS PLAN?					✓
SUMMER MONITORING PLAN?					

(SR=snow ranger, IS=Int. Svcs, V=volunteer)

* all are proposed for 91

(1) Continental Divide Trail
(I) - College intern/FSV lives on site

SURVEY SUMMARY SHEET

R-2

Key: G=guided, U=unguided
BP=Base area private

ACTIVITIES / SKI AREA	Vail/B.Creek ? %NF BP	Telluride 51 %NF BP	Steamboat %NR BP	Copper Mtn %NR BP	%NF
Tram/Gondola Chairlift rides	✓	✓	G	✓	
Mtn Bikes (rentals?)	U/R ✓	U ✓	U ✓		
Hiking (interpreted?)	U/I ✓ -	U ✓	U/I ✓ *	U/I ✓	
Riding (horses)	✓ P		G - PLANNED	U/G ✓	
Restaurants	✓		✓		
(Fly)fishing	GFP - Bck				
Bkpking/Camping on mtn	✓ -				
Wagon/sleigh rides	(W) ✓			✓ (S)	
RV Camping/Camping (base)					
Sport shop/other	✓ P		✓ P		
Other:	P - B.Ck				
Golf (pvt or NF?)	P/NF Vail	✓ P		✓ P	
Tennis (pvt or NF?)	✓ Bck (P)	- ✓ P			
Hot Air Ballooning	✓				
Kayaking	✓ P				
River Rafting	✓ P				
Jeeping	✓	U/R ✓ P			
Overnight pack trips			G - Planned		
Hang-gliding		- ✓ (CLUB)			
Hunting					
Berrypicking					
..... camps					
Alpine Slide					
Rock climbing					
Wildlife Jeep Tours	G ✓				
Vista Points (wl viewing)	✓				
SPECIAL EVENTS:					
Concerts	✓	✓	✓	✓	
Rodeos	✓				
Exhibitions				✓	
Mtn Bike events					
Motocross					
Fireworks	✓			✓	
OTHR PROGRAMS					
Transporation	✓ Bk	✓ P			
Childcare	✓ Bck				
INTERPRETATION					
By FS (SR,IS,V)*	Winter ski hosts		IS - summer	(a little)	
By Ski Area	+ trails brochures		FS Partner		
By Int. Assoc.					
By Others - Local mtn. assn. hikes	✓				
Volunteers					
IA Sales outlet					
SUMMER OPS PLAN?	✓ -	✓	✓	✓	
SUMMER MONITORING PLAN?	in ops plan		in ops plan		

(SR=snow ranger, IS=Int. Svcs, V=volunteer)

* urban planning trails w/ city now being done

SURVEY SUMMARY SHEET

Key: G=guided, U=unguided
BP=Base area private

ACTIVITIES / SKI AREA	KEYSTONE %NF (BP)	A. BASIN %NF	BRECKINRIDGE* %NF	%NF	%NF
Tram/Gondola					
Chairlift rides			✓		
Mtn Bikes (rentals?)					
Hiking (interpreted?)					
Riding (horses)					
Restaurants		B-B-Q (hrs)			
(Fly)fishing	G ✓ P				
Pkpking/Camping on mtn					
Wagon/sleigh rides	✓ w/s				
RV Camping/Camping (base)					
Sport shop/other					
Other:					
Golf (pvt or NF?)	✓ P				
Tennis (pvt or NF?)					
Hot Air Ballooning					
Kayaking	✓ P				
River Rafting					
Jeeping					
Overnight pack trips	✓ llamas				
Hang-gliding					
Hunting					
Berrypicking					
..... camps					
Alpine Slide			✓		
Rock climbing					
SPECIAL EVENTS:					
Concerts	✓				
Rodeos					
Exhibitions	✓				
Mtn Bike events					
Motocross					
Fireworks	✓				
OTHR PROGRAMS					
Transporation					
Childcare					
INTERPRETATION					
By FS (SR,IS,V)*					
By Ski Area					
By Int. Assoc.					
By Others			✓ (LP signs)		
Volunteers					
IA Sales outlet					
SUMMER OPS PLAN?	✓				
SUMMER MONITORING PLAN?					

(SR=snow ranger, IS=Int. Svcs, V=volunteer)

* Now doing EIS to allow for expansion, including summer activities (restaurants, trails)

SURVEY SUMMARY SHEET

Key: G=guided, U=unguided
BP=Base area private
P=Private land

ACTIVITIES	SKI AREA	Steamboat 1(a) %NF?	Routt 9.b %NF?	%NF	%NF	%NF
Tram/Gondola Chairlift rides		(Closed down)	G			
Mtn Bikes (rentals?)						
Hiking (interpreted?)			U ✓			
Riding (horses)						
Restaurants						
(Fly)fishing						
Bkpking/Camping on mtn						
Wagon/sleigh rides						
RV Camping/Camping (base)						
Sport shop/other						
Other:						
Golf (pvt or NF?)						
Tennis (pvt or NF?)						
Hot Air Ballooning						
Kayaking						
River Rafting						
Jeeping						
Overnight pack trips						
Hang-gliding						
Hunting			✓			
Berrypicking						
..... camps						
Alpine Slide						
Rock climbing						
SPECIAL EVENTS:						
Concerts						
Rodeos						
Exhibitions						
Mtn Bike events						
Motocross						
OTHR PROGRAMS						
Transporation						
Childcare						
INTERPRETATION						
By FS (SR,IS,V)*						
By Ski Area						
By Int. Assoc.						
By Others						
Volunteers						
IA Sales outlet						
SUMMER OPS PLAN?						
SUMMER MONITORING PLAN?						

(SR=snow ranger, IS=Int. Svcs, V=volunteer)

SURVEY SUMMARY SHEET

Key: G=guided, U=unguided
BP=Base area private

ACTIVITIES / SKI AREA	Sun Valley %NF	Alta 30 %NF (BP)	Snowbird %NF (BP)	Brighton 100 %NF	Solitude 80 %NF
Tram/Gondola					
Chairlift rides			T ✓		
Mtn Bikes (rentals?)	U ✓		U/G/R ✓		
Hiking (interpreted?)	U ✓-	U ✓	U/G/I ✓	U ✓	U ✓
Riding (horses)					
Restaurants		✓	✓	✓	✓
(Fly)fishing					
Bkpking/Camping on mtn					
Wagon/sleigh rides					
RV Camping/Camping (base)					
Sport shop/other					
Other:					
Golf (pvt or NF?)					
Tennis (pvt or NF?)			✓ P?		
Hot Air Ballooning					
Kayaking					
River Rafting					
Jeeping					
Overnight pack trips					
Hang-gliding					
Hunting					
Berrypicking					
..... camps					
Alpine Slide					
Rock climbing			✓		
SPECIAL EVENTS:					
Concerts			✓		
Rodeos					
Exhibitions					
Mtn Bike events					
Motocross					
Hanglidng events			✓		
OTHR PROGRAMS					
Transporation		✓	✓		
Childcare			✓		
INTERPRETATION					
By FS (SR,IS,V)*	✓ SR		✓- V**		
By Ski Area	1 sign		✓ signing		
By Int. Assoc.					
By Others					
Volunteers					
IA Sales outlet					
SUMMER OPS PLAN?					
SUMMER MONITORING PLAN?					

* (SR=snow ranger, IS=Int. Svcs, V=volunteer)
* - Snow Ranger tour/talk 1 day per week (3x)
** 30+ Volunteers - uniformed, brochures, ride single & talk

SURVEY SUMMARY SHEET

Key: G=guided, U=unguided
BP=Base area private

ACTIVITIES / SKI AREA	Grand Targhee 100 %NF *	Snow King ? %NF (BP)	Jackson Hole %NF (BP)		
				%NF	%NF
Tram/Gondola					
Chairlift rides	✓	✓	T✓		
Mtn Bikes (rentals?)	U ✓	U/G ✓			
Hiking (interpreted?)	U ✓	U ✓	U ✓		
Riding (horses)	G ✓	U/G ✓	?		
Restaurants	✓	✓	✓		
(Fly)fishing	nearby				
Bkpking/Camping on mtn			?		
Wagon/sleigh rides					
RV Camping/Camping (base)					
Sport shop/other					
Other:					
Golf (pvt or NF?)	nearby ?				
Tennis (pvt or NF?)	✓				
Hot Air Ballooning	nearby				
Kayaking					
River Rafting	nearby				
Jeeping					
Overnight pack trips	✓				
Hang-gliding					
Hunting					
Berrypicking					
..... camps					
Alpine Slide		✓			
Rock climbing	nearby				
SPECIAL EVENTS:					
Concerts	✓				
Rodeos	✓				
Exhibitions	✓				
Mtn Bike events					
Motocross					
OTHR PROGRAMS					
Transporation					
Childcare	✓				
?	✓				
INTERPRETATION					
By FS (SR,IS,V)*	(1) ✓ IS		not used		
By Ski Area	✓				
By Int. Assoc.					
By Others					
Volunteers					
IA Sales outlet					
SUMMER OPS PLAN?					
SUMMER MONITORING PLAN?					

(SR=snow ranger, IS=Int. Svcs, V=volunteer)

* EIS now considering exchange out of base lands

(1) Cost-share - 65 4/5

SURVEY SUMMARY SHEET

Key: G=guided, U=unguided
BP=Base area private
P = Private land

ACTIVITIES / SKI AREA	Kirkwood* 60 %NF (BP)	Alpine Meows 100 %NF	Sugar Bowl 50 %NF (BP)	Boreal 80 %NR (BP)	D. Ski Ranch 20 %NR (BP)
Tram/Gondola					
Chairlift rides					
Mtn Bikes (rentals?)	R/U ✓ P		U ✓	U ✓	
Hiking (interpreted?)	✓	U ✓ (AT)	U ✓ (AT)	U ✓	
Riding (horses)	G ✓ P				
Restaurants	✓				✓(events)
(Fly) fishing	✓ P				
Bkpking/Camping on mtn					
Wagon/sleigh rides	✓ P				
RV Camping/Camping (base)					
Sport shop/other					
Other:					
Golf (pvt or NF?)	✓ P		✓ P		
Tennis (pvt or NF?)					
Hot Air Ballooning					
Kayaking					
River Rafting					
Jeeping					
Overnight pack trips					
Hang-gliding					
Hunting					
Berrypicking					
. WRESTLING camps				✓	
Alpine Slide					
Rock climbing					
SPECIAL EVENTS:					
Concerts				✓	
Rodeos (truck)				✓	
Exhibitions					
Mtn Bike events	✓				✓ (NF)
Motocross Cycle Event					✓ (P)
"old Car Classic"	✓ P				
skateboarding					✓ (P)
School Events					✓ (P)
OTHR PROGRAMS					
Transporation	winter only				
Childcare	✓ P				
INTERPRETATION					
By FS (SR,IS,V)*					
By Ski Area	1 sign				
By Int. Assoc.					
By Others					
Volunteers					
IA Sales outlet					
SUMMER OPS PLAN?					
SUMMER MONITORING PLAN?					

(SR=snow ranger, IS=Int. Svcs, V=volunteer)

* Development Plans directs that activities be kept on pvt land in valley

R-5

SURVEY SUMMARY SHEET

Key: G=guided, U=unguided
BP=Base area private

ACTIVITIES / SKI AREA	Snow Valley 100 %NF	Mammoth 100 %NF	Mountain High %NF	Ski Sunrise %NF	%NF
Tram/Gondola					
Chairlift rides	✓	G			
Mtn Bikes (rentals?)	U/R ✓	G/U/R ✓			
Hiking (interpreted?)	U ✓	U ✓	U ✓		
Riding (horses)	proposed	✓ * 1	G ✓ * 2		
Restaurants	✓	✓		✓	
(Fly)fishing	U ✓	-			
Bkpking/Camping on mtn	-				
Wagon/sleigh rides					
RV Camping/Camping (base)	✓				
Sport shop/other	✓				
Other:					
Golf (pvt or NF?)					
Tennis (pvt or NF?)		-			
Hot Air Ballooning					
Kayaking					
River Rafting					
Jeeping					
Overnight pack trips		✓ *			
Hang-gliding		-			
Hunting					
Berrypicking					
..... camps					
Alpine Slide					
Rock climbing					
SPECIAL EVENTS:					
Concerts	✓				
Rodeos					
Exhibitions					
Mtn Bike events	✓	✓			
Motocross		✓			
OTHR PROGRAMS					
Transporation		✓ (winter)			
Childcare (Center)		✓ (")			
INTERPRETATION					
By FS (SR,IS,V)*	Proposed	little - SR			
By Ski Area	Proposed	some brochures			
By Int. Assoc.		-			
By Others					
Volunteers					
IA Sales outlet					
SUMMER OPS PLAN?	✓	✓			
SUMMER MONITORING PLAN?	✓	-			

(SR=snow ranger, IS=Int. Svcs, V=volunteer)

* not on ski area, but nearby (Mammoth Adventure Connection - operates out of MMI - sets up alternative activities)
(2 - Separate SUP - Mtn High)

R-5

SURVEY SUMMARY SHEET

Key: G=guided, U=unguided
BP=Base area private

ACTIVITIES / SKI AREA	Heavenly 80 %NF BP	Mt. Reba 100 %NF	%NF	%NF	%NF
Tram/Gondola Chairlift rides	T				
Mtn Bikes (rentals?)		U ✓			
Hiking (interpreted?)	U ✓	U ✓			
Riding (horses)					
Restaurants	✓				
(Fly)fishing					
Bkpking/Camping on mtn					
Wagon/sleigh rides					
RV Camping/Camping (base)					
Sport shop/other					
Other:					
Golf (pvt or NF?)					
Tennis (pvt or NF?)					
Hot Air Ballooning					
Kayaking					
River Rafting					
Jeeping					
Overnight pack trips					
Hang-gliding					
Hunting					
Berrypicking					
..... camps					
Alpine Slide					
Rock climbing					
SPECIAL EVENTS:					
Concerts					
Rodeos					
Exhibitions					
Mtn Bike events					
Motocross					
OTHR PROGRAMS					
Transporation					
Childcare					
INTERPRETATION					
By FS (SR,IS,V)*					
By Ski Area					
By Int. Assoc.					
By Others					
Volunteers	NSPS	NSPS			
IA Sales outlet					
SUMMER OPS PLAN?	✓				
SUMMER MONITORING PLAN?					

(SR=snow ranger, IS=Int. Svcs, V=volunteer)

SURVEY SUMMARY SHEET

Key: G=guided, U=unguided
BP=Base area private

ACTIVITIES / SKI AREA	Mt Bachelor 100 %NF	Mt Hood Meadows * 100 %NF	Cooper Spur ? %NF	Crystal Mtn ** 100 %NF	%NF
Tram/Gondola					
Chairlift rides	✓			✓	
Mtn Bikes (rentals?)	U ✓				
Hiking (interpreted?)	U ✓	U ✓	U ✓	✓	
Riding (horses)				✓ concess?	
Restaurants	✓			✓	
(Fly)fishing					
Bkpking/Camping on mtn				✓	
Wagon/sleigh rides					
RV Camping/Camping (base)	(unauthorized)			[illegible]	
Sport shop/other	✓			✓	
Other:					
Golf (pvt or NF?)					
Tennis (pvt or NF?)				✓ NF	
Hot Air Ballooning					
Kayaking					
River Rafting					
Jeeping					
Overnight pack trips				✓ concess?	
Hang-gliding	U ✓				
Hunting		✓		✓	
Berrypicking		✓		✓	
[illegible] camps				✓ small	
Alpine Slide					
Rock climbing					
Swimming Pool				✓	
SPECIAL EVENTS:					
Concerts (music concerts)				✓	
Rodeos					
Exhibitions					
Mtn Bike events			✓	✓	
Motocross					
Pull-Pedal-Paddle race series	½P) ✓½ NF)				
Triathlon (pvt)				½ NF ½P ✓	
OTHR PROGRAMS					
Transporation					
Childcare					
INTERPRETATION					
By FS (SR,IS,V)*	✓	FSV (1991 Event)			
By Ski Area	✓			1 large sign	
By Int. Assoc.					
By Others					
Volunteers		✓		NSPS	
IA Sales outlet					
SUMMER OPS PLAN?					
SUMMER MONITORING PLAN?					

(SR=snow ranger, IS=Int. Svcs, V=volunteer)

* EIS/Master plan released in May – includes summer activities (Appeals expected -)

** Has condos under SUP, marinas, a village (*concessionaire - manager)

R-6

SURVEY SUMMARY SHEET

Key: G=guided, U=unguided
BP=Base area private
P=Private land

ACTIVITIES	SKI AREA	Timberline 100 %NF	* Ski Bowl Multiplan 98 %NF BP	Summit Ski Area - Govt 100 %NF	%NF	%NF
Tram/Gondola Chairlift rides		✓				
Mtn Bikes (rentals?)			R ✓			
Hiking (interpreted?)		U ✓	U ✓	U ✓		
Riding (horses)		(Vista 10)	G ✓			
Restaurants		✓	✓			
(Fly)fishing			✓ insp.			
Bkpking/Camping on mtn		✓	✓ limited			
Wagon/sleigh rides			✓ S			
RV Camping/Camping (base)		(Wright Creek)				
Sport shop/other		✓	Occas.			
Other:						
Golf (pvt or NF?)						
Tennis (pvt or NF?)						
Hot Air Ballooning		Cold Springs	P			
Kayaking						
River Rafting						
Jeeping						
Overnight pack trips		✓				
Hang-gliding						
Hunting						
Berrypicking			✓	✓		
Summer Ski camps (1004)		✓				
Alpine Slide			✓			
Mtn Rock climbing (Snow/Ice Rock)		G/U ✓	✓			
SPECIAL EVENTS:						
Concerts		✓	✓			
Rodeos						
Exhibitions (Art Fairs)		✓				
Mtn Bike events			✓			
Motocross						
OTHER PROGRAMS						
Transporation		✓				
Childcare						
INTERPRETATION						
By FS (SR,IS,V)*		IS				
By Ski Area						
By Int. Assoc.						
By Others						
Volunteers		(NSPS)	(NSPS)	(NSPS)		
IA Sales outlet		YES				
SUMMER OPS PLAN?		Yr-Round				
SUMMER MONITORING PLAN?						

(SR=snow ranger, IS=Int. Svcs, V=volunteer)

* Base Facilities are govt-owned; lodge on Nat'l Register of historic place. Summer skiing three labor

** will propose summer activities - 92 or 93

R-6

SURVEY SUMMARY SHEET

Key: G=guided, U=unguided
BP=Base area private
P=Private land

(Mt Baker/Snoqualmie NF)

ACTIVITIES / SKI AREA	Mt Baker 100 %NF	Stevens Pass 75 %NF BP	Hyak 75 %NF BP	Alpental 75 %NF BP	Snoqualmie 75 %NF BP
Tram/Gondola					
Chairlift rides					
Mtn Bikes (rentals?)					
Hiking (interpreted?)	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓
Riding (horses)					
Restaurants					
(Fly)fishing					
Bkpking/Camping on mtn					
Wagon/sleigh rides					
RV Camping/Camping (base)					
Sport shop/other					
Other:					
Golf (pvt or NF?)					
Tennis (pvt or NF?)					
Hot Air Ballooning					
Kayaking					
River Rafting					
Jeeping					
Overnight pack trips					
Hang-gliding					
Hunting					
Berrypicking					
..... camps					
Alpine Slide					
Rock climbing					
SPECIAL EVENTS:					
Concerts					
Rodeos					
Exhibitions					
Mtn Bike events					
Motocross					
OTHR PROGRAMS					
Transporation					
Childcare					
INTERPRETATION					
By FS (SR,IS,V)*					
By Ski Area					
By Int. Assoc.					
By Others					
Volunteers					
IA Sales outlet					
SUMMER OPS PLAN?					
SUMMER MONITORING PLAN?					

(SR=snow ranger, IS=Int. Svcs, V=volunteer)

SURVEY SUMMARY SHEET

Key: G=guided, U=unguided
BP=Base area private
P=Private land

ACTIVITIES / SKI AREA	Loon Mtn 50 %NF BP	Waterville Valley** 50 %NF BP	Attitash 20 %NF BP	Wildcat 100 %NF - *	%NF
Tram/Gondola					
Chairlift rides	✓	✓	✓	✓	
Mtn Bikes (rentals?)	✓ (R)	✓		✓ *	
Hiking (interpreted?)	U ✓	U ✓	✓	✓	
Riding (horses)	✓	✓ P		✓ *	
Restaurants	✓ (P)	✓ P	✓ P		
(Fly)fishing	✓	✓ P/NF	✓		
Bkpking/Camping on mtn		✓	✓		
Wagon/sleigh rides			(S) ?		
RV Camping/Camping (base)				✓ *	
Sport shop/other	✓	✓	? No		
Other:					
Golf (pvt or NF?)					
Tennis (pvt or NF?)	✓ P	✓ P	✓ P		
Hot Air Ballooning					
Kayaking	✓				
River Rafting					
Jeeping					
Overnight pack trips					
Hang-gliding					
Hunting	✓	✓	✓	✓	
Berrypicking	✓	✓	✓	✓	
(Family) Summer camps	✓				
Alpine Slide			✓ P		
Rock climbing					
Water Slides			✓ P		
SPECIAL EVENTS:					
Concerts	✓		✓ (past)		
Rodeos					
Exhibitions (Scottish games)	✓	✓ (past)			
Mtn Bike events					
Motocross					
Nat'l Tennis (Volvo)			✓ (past)		
OTHR PROGRAMS					
Transporation	Basic, Steam Train ✓				
Childcare	Maybe?				
INTERPRETATION					
By FS (SR,IS,V)*	No	Discussed-			
By Ski Area					
By Int. Assoc.		WVille VSat. Assoc.			
By Others					
Volunteers	NSPS/***	NSPS+**	NSPS/***	NSPS/***	
IA Sales outlet					
SUMMER OPS PLAN?	✓	✓	✓		
SUMMER MONITORING PLAN?		(as part of ops)			

(SR=snow ranger, IS=Int. Svcs, V=volunteer)

* EA in progress for these activities

** Waterville Valley Athletic Improvement Association - outdoor club - do trails, hiking, some NF Interp.

*** Winter hosts (Volunteers - NOT FS volunteers, they)

**** [illegible] is building in NF -

SURVEY SUMMARY SHEET

Key: G=guided, U=unguided
BP=Base area private
P=Private land

ACTIVITIES / SKI AREA	Sugar Bush 66%NF BP	Bromley 66 %NF BP	Mt. Snow 66%NF BP	Haystack 66%NF BP	%NF
Tram/Gondola Chairlift rides	✓	✓	✓	✓	
Mtn Bikes (rentals?)			G ✓ R		
Hiking (interpreted?)					
Riding (horses)					
Restaurants	✓	✓ P			
(Fly)fishing					
Bkpking/Camping on mtn					
Wagon/sleigh rides	✓ S				
RV Camping/Camping (base)					
Sport shop/other	✓	✓ P			
Other:					
Golf (pvt or NF?)	✓ P				
Tennis (pvt or NF?)	✓ P				
Hot Air Ballooning					
Kayaking					
River Rafting					
Jeeping					
Overnight pack trips					
Hang-gliding	✓ P				
Hunting					
Berrypicking					
HU Tennis camps	✓				
Alpine Slide		✓			
Rock climbing					
SPECIAL EVENTS:					
Concerts	✓				
Rodeos					
Exhibitions (Horses, Trades)	✓ P		✓		
Mtn Bike events			✓		
Motocross					
Cultural Events, Perf. Arts (Plays, shows)	✓				
OTHR PROGRAMS					
Transporation					
Childcare					
INTERPRETATION					
By FS (SR,IS,V)*					
By Ski Area					
By Int. Assoc.					
By Others					
Volunteers	NSPs	NSPs	NSPs	NSPs	
IA Sales outlet					
SUMMER OPS PLAN?					
SUMMER MONITORING PLAN?					

(SR=snow ranger, IS=Int. Svcs, V=volunteer)

* "Snowbird Connection" - Florida retirees come up - target audience in summer

SURVEY SUMMARY SHEET K-10

Key: G=guided, U=unguided
BP=Base area private
P=Private land

ACTIVITIES	SKI AREA	Alyeska 66 %NF BP	%NF	%NF	%NF	%NF
Tram/Gondola						
Chairlift rides		✓				
Mtn Bikes (rentals?)		U ✓ (local)				
Hiking (interpreted?)		U ✓				
Riding (horses)						
Restaurants		✓				
(Fly)fishing						
Bkpking/Camping on mtn						
Wagon/sleigh rides						
RV Camping/Camping (base)						
Sport shop/other						
Other:						
Golf (pvt or NF?)						
Tennis (pvt or NF?)						
Hot Air Ballooning						
Kayaking						
River Rafting						
Jeeping						
Overnight pack trips						
Hang-gliding						
Hunting						
Berrypicking						
..... camps						
Alpine Slide						
Rock climbing						
SPECIAL EVENTS:						
Concerts						
Rodeos						
Exhibitions						
Mtn Bike events						
Motocross						
OTHR PROGRAMS						
Transporation						
Childcare						
INTERPRETATION						
By FS (SR,IS,V)*		✓ very little				
By Ski Area						
By Int. Assoc.						
By Others						
Volunteers		NSPS				
IA Sales outlet						
SUMMER OPS PLAN?						
SUMMER MONITORING PLAN?						

(SR=snow ranger, IS=Int. Svcs, V=volunteer)

I natl list a few yrs ago; now just some signs

UNITED STATES DEPARTMENT OF AGRICULTURE | FOREST SERVICE | Arrowhead Ranger District

Reply To: 2720/2390/1830 Date: 13 October, 1991

Subject: Proposal for Ski Host Program

To: Ron Lawson, Snow Ranger
Mary Vadalma, ROWIA Coordinator
Bill Schiffer, Wildlife Biologist

A few months ago, I briefly spoke to you and your supervisors about a proposal to try out a ski host program at Snow Valley this coming season, using a volunteer concept such as those piloted at Snowbird and Big Mountain. I briefly described the programs in my draft Clemson project, which I believe that all of you read.

Since then, I have spoken with Benno and Paul to see if Snow Valley would be interested in trying this out, and they are quite supportive. Last week I spoke at a ROWIA meeting to see if they would be interested, and again got positive comments. Therefore, I'd like for us to move ahead with this on a trial basis, and I would like for Ron and Mary take the lead to make it happen; once it gets started, Bill will assist. I've asked Mary to start doing some telephone research to other ski areas/Forest Service units to find out the nuts and bolts of how their operation functions, especially focusing on the OWCP and insurance questions, as well as organization of the volunteer group, internal leadership, scheduling, passes, etc.

Ron, I, and Jim will be meeting with Snow Valley next week to discuss a number of topics, and one of these will center upon the volunteer host program. Ron will serve as the primary ski area contact, to be sure that its concerns are addressed as we set up the program. He will work closely with Paul and other departments such as ski patrol and guest services to be sure that the volunteers are integrated into essential employee training, know and abide by ski area rules for employees, and generally serve as the liaison between Snow Valley, Mary as ROWIA Coordinator, and the lead ROWIA supervisor, whoever that may turn out to be.

I am attaching a few pages on the program for general ideas and background. The short, one-page "Winter Ski Host Program" I consider "direction", in that I've laid out your roles and goals, and that I expect it to be run as professionally as the NSPS volunteer program. The rest of the pages are just ideas from my paper, and if you remember, I had added a disclaimer that "these are ideas, not direction". Please use them as ideas only; you're free to use others.

Once the program gets going, I expect that between the three of you, the program will be monitored regularly. By that, I mean that one of you will be at the ski area for at least a few hours on program days to see how the program is functioning, observe the ski hosts to see if they are effective and professional, check with visitors to see if they have talked to ski hosts and found them knowledgeable and effective, and do whatever else you need to do to make the program a success. I expect the program, especially during the first year(s), to be closely monitored and fairly tightly managed by you. Jim Miller and I will be available to help you out, but we will try to give advice (when requested) and not direction. It is my hope to be able to have the three of you running the program and be the primary contacts for the ski area and the interpretive association. In other words, I want it to be your program, not mine or Jim's.

I see a number of potential benefits, if we are successful. The Forest Service will have a much higher profile through the hosts, as well as through the three of you. The public and the ski area will see more of us, and realize that their National Forest is a "working forest". For a number of years, Ron has been Snow Ranger, among his many other duties. I feel that by having two others to assist him directly with this program, and indirectly with the ski area and public, it may put some of the fun back into his job. I don't feel that the few hours that Mary and Bill will be putting in will impact their other duties that much, and they will learn much about our permittees and the ski business, from Ron and from Snow Valley. As a matter of fact, I think it will be good for both of you, and I'm sure that your supervisors will agree. If there are time conflicts, then you, I, and your supervisors will sit down and try to work it out.

Jim, Ron and I have a meeting with Snow Valley on 22 October at 0900, at Snow Valley. If Mary has had a chance to research some information from other ski areas, perhaps she can brief us beforehand, or join us towards the end of the meeting. If the ROWIA host supervisor is known, perhaps that person (and/or Allan Nielson) might come, too. In any case, we will discuss the program at that meeting to get an idea of specific concerns that Snow Valley would want addressed in the program, and if necessary schedule a later meeting to include Mary and the ROWIA representative.

I am looking forward to this program, and know that the three of you can make it work, and even have some fun, as well!

SANDY G. HOGAN
District Ranger

enclosures

cc: Jim Miller, Recreation Officer
Mary Anne Keller, Resource Officer
Gail Van der Bie, Forest Recreation Staff Officer

WINTER SKI HOST PROGRAM

Forest Service, Snow Valley Ski Corp., ROWIA: Begin integration of volunteers into ski area operation, 1991-1992 ski season. Model this program on the successful NSPS volunteer program.

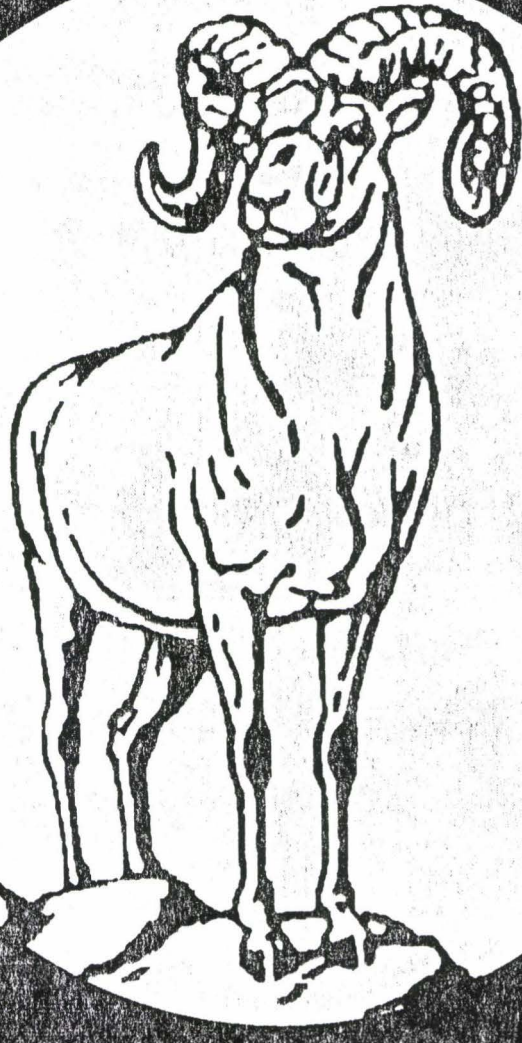
1. Start with a strong FS liaison program between the other two partners, and create the volunteer ski host program. It may be necessary to start on a small scale if there are not enough volunteers at first.
   A. Snow Ranger: lead contact with ski area operations and ski patrol/guest services.
   B. ROWIA Coordinator: works closely with Snow Ranger to coordinate program.
   C. Wildlife Biologist: assists Snow Ranger, ROWIA Coordinator.

2. If not enough existing ROWIA volunteers show interest in the program, consider recruiting from off-duty Forest Service personnel, others such as Recreation and Park District personnel. Maintain ROWIA sponsorship by having all volunteers join ROWIA. Provide joint training by Forest Service, ROWIA, and ski area.

3. Purchase Forest Service uniform parkas, attach volunteer patch, and embroider or attach "host" insignia on back of jacket. FS personnel who join ROWIA will wear the volunteer jacket, not the FS jacket.

SKI HOST

RIM OF THE WORLD INTERPRETIVE ASSOCIATION



SAN BERNARDINO NATIONAL FOREST